

**Deanship of Graduate Studies  
Al-Quds University**



**Factors affecting customer satisfaction and loyalty to  
mobile operators in Palestine**

**Doaa Anwer Jamel Abu Sara Khireldeen**

**M.A. Thesis**

**Jerusalem – Palestine**

**1440 / 2019**

**Factors affecting customer satisfaction and loyalty to  
mobile operators in Palestine**

**Prepared By:**

**Doaa Anwer Jamel Abu sara khireldeen**

**B.A Media and T.V from AL-Quds university/Palestine**

**Supervisor: Dr. Ibrahim M. Awad**

**A thesis Submitted in Partial Fulfillment of  
Requirements for the Degree of Master of Sustainable  
Development / Organization Development and Human  
Resources Development from the Faculty of Graduate  
Studies at Al-Quds University.**

**1440 / 2019**

Al-Quds University  
Deanship of Graduate Studies  
Sustainable Development Institute



### **Thesis Approval**

#### **Factors affecting customer satisfaction and loyalty to mobile operators in Palestine**

Prepared by: Doaa Anwer Abu Sara Khireldeen  
Registration No: 21520340

Supervisor: Dr. Ibrahim M. Awad

Master thesis submitted and accepted, Date: 28/1/2019

The names and signatures of the examining committee members are as follows:

1- Head of committee: Dr. Ibrahim M. Awad

Signature

2- Internal Examiner: Dr. Afif Hamad

Signature

3- External Examiner: Dr. Saadi Al-kronz

Signature

Three handwritten signatures in blue ink are shown, corresponding to the three members of the examining committee listed to the left. The first signature is for Dr. Ibrahim M. Awad, the second for Dr. Afif Hamad, and the third for Dr. Saadi Al-kronz.

Jerusalem – Palestine

1440/2019

## **Dedication**

الى الرسول الاعظم والمعلم الاكرم، محمد بن عبد الله عليه الصلاة والسلام

**To the greatest profit " Mohammad "**

الى روح أخي العزيز (محمد أنور ابو ساره) في مستقر رحمة،

صدى صوتك ما زال يرن في اذني

**To my beloved and dear brother ( Mohammad. A. Abu Sara) in his rest**

**... I can still hear your voice in my ears**

الى مثلي الأعلى في الحياة الى من كلله الله بالهيبة والوقار ... الى من علمني العطاء بدون انتظار.. الى من أحمل اسمه

بكل افتخار أبي الحنون

**To the idol of my life whom God has crowned with honor and dignity .. to whom taught me to be generous without waiting .. To whom I am proud to carry his name; My**

**Soulful Father**

الى المكان الوحيد الذي أستطيع أن أسند رأسي إليه وأنام فيه مرتاحاً مطمئناً الى أمي الحنونة، دعواتك تحفظني

**To the only place where I can lay my head and peacefully sleep; to my soulful mother,**

**your prayers save me**

الى اخي واخواتي، نبع المحبة

**To my brother and sisters .. With great love**

الى الروح التي سكنت روحي.. إلى من تربّع في قلبي وجعل حبّه وساماً على صدري زوجي الغالي

**To the Spirit that dwelled my soul.. To whom have stayed in my heart and made his love**

**a medal on my chest.. My beloved husband**

الى سر سعادتي في الحياة عادل وايفا

**To the reason of my happiness in life, Adel and Eva**

أهدي بحثي المتواضع املا من الله عز وجل أن يتقبله مني ويجعله في ميزان حسناتي

يوم لا ينفع مالا ولا بنون الا من اتى الله بقلب سليم

**I hope Allah the greatest to accept my simple report and keeping it**

**record to the end day, in which nobody benefits anyone else but**

**who comes with clean and clear heart.**

**With all my love and respect**

**Doaa Anwer Khireldeen**

## **Declaration**

I certify that this thesis submitted for Master Degree, is the result of my own research, except where otherwise acknowledged, and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed:.....

Doaa Anwer Abu Sara Khireldeen

Date: 28/1/2019

## **Acknowledgement**

I thank Allah the greatest for all his good and help.

I would like to express my deepest gratitude to my supervisor, Dr. Ibrahim M. Awad, who made great effort to guide me throughout my studies. This thesis would not have been possible without his support.

I would like to thank and express my appreciation to my colleagues in work and Study. I would like to express my appreciation to all doctors who taught me during my study. I gratefully acknowledge the help and the encouragement of my colleagues and my faithful friends.

To all Muslims who care about Islam and The holy Quran.

To all who scarified with their bloods and soils for beloved Palestine.

Last but not least, I would like to extend my thanks to my Family; my father, my mother, my brother and sisters, my husband, my kids, my family in law grew numb.

## ABSTRACT

Recently; the Palestinian Mobile telecommunication sector witnessed a development in terms of the services provided by the Palestinian two mobile operators, Jawwal and Wataniya. The launching of 3G and also the expansion of Wataniya mobile in Gaza is expected to increase the competition between the aforementioned companies, and hence customer satisfaction and loyalty as a topic became more crucial to understand, especially with the fact that customers can switch service providers easily. The aim of this thesis was to assess the relationship between customer's satisfaction and loyalty to mobile operators in Palestine and certain factors such as price, service quality, brand image, demographics factors and switching cost. Where the demographic factors included place of work, monthly income, and age.

The population of the study consisted of the employees of the Ministry of Interior (MoI) and Ministry of Education (MoE) as customers for mobile operators in Palestine with a total population size of 650 employees, and the sample was chosen as a proportionate stratified sample of 42% with a total sample size of 273 employees. A structured questionnaire was designed to gather relevant data from the sample. The thesis used frequency tables and column percentages to understand the perception of mobile subscribers towards selected factor, while also used ANOVA testing and regression analysis to assess the relation between the factors and customers' satisfaction and loyalty. Findings of this thesis concluded that price, Quality of service, Brand Image, switching cost are positively related to customer satisfaction and loyalty towards Mobile operators in Palestine, which is also affected by Place of Work, and Income level of customers regardless of their age that appeared to be insignificant. However; Brand image, perceived service quality and price were found to be the most critical contributing factors to customer satisfaction and loyalty.

Therefore; in light of results achieved it was recommended that operators should keep an eye on these three important factors and make sure to provide superb services to its subscribers whom will always evaluate the brand position and service price rate / quality a matter that directly affect their decision regarding the selection of mobile operators and their satisfaction and loyalty. It was recommended that Mobile operators should build a long – term relationships with customers through developing a value added programmes and services to satisfy them, such as reward programmes, discounts, better customer service by personalizing the service to target the customers from the different income levels and work environments in a way that ensures meeting their distinct expectations and needs.

*Keywords: Loyalty, Mobile service operators, Price, Service Quality, Switching Cost, Palestine.*

## العوامل المؤثرة على رضا وولاء الزبائن لدى مقدمي خدمة الهاتف النقال في فلسطين

اعداد: دعاء أنور جميل أبوسارة

إشراف: د. إبراهيم عوض

### الملخص

شهد قطاع الاتصالات المتنقلة في فلسطين مؤخراً تطوراً من حيث الخدمات التي تقدمها الشركات المزودة لخدمة الهاتف النقال، وهم شركتي جوال والوطنية، حيث تم إطلاق خدمة الجيل الثالث هذا الى جانب توسع شركة الوطنية موبايل لتقديم خدماتها في قطاع غزة الأمر الذي أدى إلى زيادة المنافسة بين الشركتين وجعل من موضوع رضا العملاء وولائهم أكثر أهمية، لا سيما في ظل وجود حقيقة أن العملاء يمكنهم تبديل مزودي الخدمة بسهولة. وعليه وبناءً على ما سبق هدفت هذه الرسالة إلى تقييم العلاقة بين بعض العوامل مثل السعر، جودة الخدمة، العلامة التجارية، العوامل الديموغرافية وتكلفة التحويل بين مزودي الخدمات؛ ورضى وولاء الزبائن لدى مقدمي خدمة الهاتف النقال في فلسطين. حيث تضمنت العوامل الديموغرافية مكان العمل، والدخل الشهري، والعمر.

وتألف مجتمع الدراسة من موظفي وزارة الداخلية ووزارة التربية والتعليم، بصفتهم عملاء لمشغلي الهاتف المحمول في فلسطين وبلغ إجمالي عددهم 650 موظفاً، وتم اختيار عينة الدراسة كعينة طبقية متناسبة بنسبة 42% بحيث تكونت من 273 موظفاً. واستخدمت الرسالة استبيان منظم تم تصميمه لجمع البيانات ذات الصلة من العينة، تم تحليل بياناته باستخدام جداول توزيع التكرارات لكل فئة والنسب المئوية، لفهم تصور المشتركين في خدمة الهاتف النقال تجاه كل عامل من العوامل سابقة الذكر، في حين استخدم تحليل التباين الأحادي واختبار الانحدار لتقييم العلاقة بين هذه العوامل والرضا والولاء تجاه مزودي خدمة الهاتف النقال. وخلصت نتائج هذه الرسالة إلى أن السعر وجودة الخدمة وصورة العلامة التجارية وتكلفة التحويل ترتبط بشكل إيجابي برضى الزبائن وولائهم تجاه مزودي خدمة الهاتف النقال في فلسطين، والتي تأثر أيضاً بمكان العمل ومستوى دخل الزبائن بغض النظر عن العمر الذي تبين بأن ليس لديه دلالة إحصائية. وأشارت النتائج أن صورة العلامة التجارية، السعر، وجودة الخدمة هم العوامل الأكثر تأثيراً على رضا وولاء الزبائن.

في ضوء النتائج التي تم التوصل إليها، أوصت الرسالة أن تركز الشركات المزودة لخدمة الهاتف النقال على تقديم خدمات ذات جودة عالية للمشاركين من أجل تحسين صورة العلامة التجارية ودراسة أسعار الخدمات المقدمة نظراً لأهمية هذين العاملين على قرار المشتركين بشراء الخدمات والذي يركز بشكل أساسي على تقييمهم الدائم لسعر الخدمة / الجودة، الأمر الذي يؤثر بشكل مباشر على قرارهم فيما يتعلق باختيار مشغلي الهاتف النقال ورضائهم وولائهم. كما وتم التوصية بأن يقوم مزودو خدمة الهاتف النقال بتكثيف جهودهم للارتقاء بأدائهم وبناء علاقات طويلة الأمد مع الزبائن من خلال تطوير برامج وخدمات ذات قيمة لإرضائهم، مثل برامج المكافآت والخصومات وتقديم خدمات متخصصة تتلاءم مع احتياجات وتوقعات الزبائن من مستويات الدخل وبيئات العمل المختلفة.



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## ACRONYMS

<b>ANOVA</b>	One-way analysis of variance
<b>CLI</b>	Customer Loyalty Index
<b>ICT</b>	Information and communication technology
<b>IT</b>	Telecommunications and information technology
<b>Jawwal</b>	Palestine Cellular Communications Co. Ltd
<b>MoE</b>	Ministry of Education
<b>Mol</b>	Ministry of Interior
<b>MTIT</b>	Palestinian Ministry of Telecommunications and Information Technology
<b>NPS</b>	Net Promoter Score
<b>Paltel</b>	Palestine Telecommunications Company
<b>PLO</b>	Palestinian Liberation Organization
<b>SPSS</b>	Statistical Package of the Social Science
<b>WBG</b>	West Bank and Gaza

## **CHAPTER 1:**

### **GENERAL FREAMEWORK OF THE STUDY**

- Introduction
- Statement of the Problem
- Research Objective
- Research Questions
- Research Hypothesis
- Significance of the Study
- Motivation for the Study
- Theoretical Framework

## **1.1 INTRODUCTION**

Building strong long relationships with customers and attain their satisfaction and loyalty is a big challenge for companies these days especially that the market place has a variety of products and services with a high level of competition. The existence and success of the company in the market depends on the its customers and their satisfaction and loyalty to the product or service that the company offers, in this context it is worth mentioning that customers' satisfaction and loyalty means that consumers have a positive experience with a certain company and in return they will increase their purchases and will attract other customers as well. Building long lasting relationships with customers needs a deep study of customer's behaviours and their purchasing power. This what was confirmed in a study on the impact of Customer satisfaction on brand loyalty which stated that customer satisfaction and loyalty are an important and sensitive issue for the performance of businesses and their growth and to improve them businesses should carefully consider the purchasing behaviour of customers. The study added that customer satisfaction guides the marketing tactics of businesses and it is a mean to improve their performance, the study also confirmed that customer satisfaction would lead to loyalty and therefore greater profits (Awan & Rehman, 2014).

In reference to PR loyalty solution (2011), a customer is considered to be loyal when the customer prefers to buy one brand from all others due to high level of satisfaction with that brand whether it is for a product or service. It was mentioned in the article that customer loyalty is both attitudinal and behavioural. Another article by Ranade (2012) clarified that customers all the time make decision on how and where to spend their time, money and efforts, on the other side sellers are trying to build customer loyalty by differentiating their products and services among other competitors, generate demand, demonstrate value and build customer loyalty. Moreover; in his article he defined customer loyalty as "customer continuing to believe that your organization's product/service offer is their best option, it best fulfils their value proposition whatever that may be". He also added that loyalty is the situation when the customer hangs in there and stay committed to the product or service even if any problem occurs. According to the article loyalty can be measured and monitored by

measuring customer loyalty, profiling loyalty segment, understanding loyalty segments and margining loyalty segments which is covered in the next chapter of this thesis.

Customers have their own perspectives in choosing which product to buy or what service to use. Many studies have taken place to find out what factors affects customer loyalty toward mobile operators, one of the studies was by Amin, Ahmad and Hui (2012) which examined customer loyalty toward mobile operators in Malaysia, the study clarified that the factors that affect customer loyalty are cost, trust, corporate image and service however; quality was the most critical factor.

Thus, this thesis will examine the factors that contribute to customer's satisfaction and loyalty to mobile operators in Palestine.

## **1.2 STATEMENT OF THE PROBLEM**

Majority of mobile phone users have a personal relationship with their phones. They no longer regard them as a mere luxury, but rather as an important for daily life. Therefore, choosing mobile operator becomes an important part of owning a phone. For this reason, it is important for mobile operators to maintain their current customers and attract new ones.

Gaining customer satisfaction and loyalty is the dream of any business, at the same time it is not an easy job at all, it requires huge efforts, time, and capital from the businesses to provide excellent customer service to satisfy all customers' needs and to find out how to attract and satisfy potential customers as well. Also, the profitability of any business depends mainly on its customer's satisfaction and loyalty.

Customer satisfaction and loyalty as a topic has been addressed by many researchers due to its importance to business especially with the fierce competition in today's markets. A study by Bello (2012) argued that customer loyalty is a key factor for sustainable business profits, as loyal customers will be willing to pay high prices for quality products and first-class services, and therefore will lead to more profits for businesses and help in gaining a competitive advantage over the market and in the face of the increasing competition.



However; in his study Bello indicated that literature failed to agree on the factors contributing to customer loyalty.

The Palestinian Mobile Telecom Market moved from the monopoly phase of Palestine Cellular Communications Co. Ltd (Jawwal) which is a subsidiary of the Palestine Telecommunications Company (Paltel group) to competition with Watanyia Mobile which was granted the licence to operate in the West Bank and Gaza (WBG) in March 2007, this is beside the unauthorized competition with the existing Israeli mobile operators whom cover 80% of the Palestinian land and dominate around 20% of the Market according to a study for the World Bank (2008). Mobile users now can easily switch from one network to the other as there are options available for them and the cost of getting a new SIMs or even owning multiple SIM cards is not high at all. Hence; this study will assess the variables that affect and contribute to customer's satisfaction and loyalty to mobile operators in Palestine and how Palestinian mobile operators can enhance them.

### **1.3 RESEARCH OBJECTIVE**

The purpose of this study is to assess the relationship between certain factors (price, service quality, brand image, demographics factors and switching cost), and customer's satisfaction and their loyalty to mobile operators in Palestine.

### **1.4 RESEARCH QUESTIONS**

The study will mainly answer the question on How is customer satisfaction and loyalty are related to price, service quality, brand image, and switching cost?

The above main question will be answered through assessing customers reply on the below specific questions that will be addressed in the study.

**Question 1:** Is there a relationship between price; and customer satisfaction and loyalty towards mobile operators in Palestine?

**Question 2:** Is there a relationship between service quality; and customer satisfaction and loyalty towards mobile operators in Palestine?

**Question 3:** Is there a relationship between brand image; and customer satisfaction and loyalty towards mobile operators in Palestine?

**Question 4:** Is there a relationship between switching cost; and customer satisfaction and loyalty towards mobile operators in Palestine?

**Question 5:** Is there correlation between customer satisfaction and loyalty to mobile operators; and selected demographic factors such as type of work, monthly income and age?

## **1.5 RESEARCH HYPOSHISES**

**H1:** There is a significant relationship between price; and customer satisfaction and loyalty to mobile operators.

**H2:** There is a significant relationship between service quality; and customer satisfaction and loyalty to mobile operators.

**H3:** There is a significant relationship between brand image; and customer satisfaction and loyalty to mobile operators.

**H4:** There is a significant relationship between switching cost; and customer satisfaction and loyalty to mobile operators.

**H5:** There is correlation between loyalty and place of work

**H6:** There is correlation between loyalty and Monthly Income

**H7:** There is correlation between loyalty and age

## **1.6 SIGNIFICANCE OF THE STUDY**

The popularity of mobile phones among consumers is a worldwide phenomenon and Palestine is no exception. However, limited researches have been conducted to assess the factors contributing to customer satisfaction and loyalty to Mobile operators in Palestine. Thus, this thesis will add to the body of knowledge by clarifying factors that affects customer satisfaction and loyalty in the Palestinian Mobile Telecom Sector. Results of the thesis will provide guidelines for Mobile operators to help them develop appropriate marketing strategies aiming to satisfy their current customers and attract new ones, and will give clues to improve their current customer retention and loyalty strategies. Also, the findings of the thesis shall give indications and recommendations for further future studies.

## **1.7 MOTIVATION FOR THE STUDY**

Recently; the Palestinian Mobile telecommunication sector witnessed a development in terms of the services provided by the Palestinian two mobile operators, Jawwal and Wataniya. The launching of 3G and also the expansion of Wataniya mobile in Gaza is expected to increase the competition between the aforementioned companies in addition to competition with the Israeli companies. Hence, with the increasing competition in the Palestinian Mobile telecommunication sector, customer satisfaction and loyalty as a topic became more crucial to understand, especially with the fact that customers can change their service providers easily. Therefore, this thesis will investigate the factors that affect customers' satisfaction and loyalty to Mobile operators and their decision regarding to keep or leave their provider so as to guide Palestinian Mobile operators in developing appropriate marketing strategies in an effort to satisfy their current customers and attract additional ones.

## **1.8 THEORITICAL FRAMEWORK**

Customer loyalty is an emotional bond that is built through a positive experience with the company or any provider. Usually customers stay loyal because of this special bond that is formed during an experience. Companies need to find that emotional bond between them and their customers in order to attain them. Retaining customers is less expensive in comparison to the customer experience management which is all about driving and bringing customer satisfaction, retention and loyalty (Beyondphilosophy.com, n.d).

Many researchers have defined customer loyalty; Aaker has defined customer loyalty as "the attachment that a customer has to a brand". Another definition by Beerli stated that customer loyalty is when the customer repeat purchasing or using the same product / service from the same company based on their satisfaction and positive experience with the company. Through the article they have explained loyalty as an active loyalty when the customer re-use the same brand and tell other about it, and the passive loyalty is when the customer has no intention to switch to another brand even though the brand provide less positive conditions (UKEssays, 2015).

Customer used to switch, change and try many products or services until they feel satisfied and happy, what makes them satisfied and happy is different from customer to another, and there are many perspectives that affect the choices of customers, according to Houlihan and Harvey (2012) customer loyalty results from price sensitivity, brand advocacy or direct referrals and while in our days the competition is very high, the product itself has to be competitive with the right price and deliver superior values to customers in order to win customer loyalty. In their article they have added that there are several factors beside the ones mentioned above that affects customer choices and loyalty to product or a service, such as convenience, expectations, customer service, personal relationships, rewards, reputation and community outreach.

Moreover, in regards to factors affecting customer loyalty; Reynolds (n.d.) through her article she has discussed the customer loyalty theory which indicates the drives that affects customer's loyalty and how these drives can influence the creation of new business. She has identified four factors that affect loyalty that is based on variable demographics such as **age**, through which she explained that younger customers are less loyal, the second factor of this theory is **gender**, in which she explained that there is a difference between female and male shoppers where females value long term relationships more than men, the third factor is **education**, and she mentioned that there is a negative relationship between education and loyalty, where higher education level means less loyalty level, the last factor is **Expectations**, and she indicated that when customer expectations are met then the customer will be satisfied therefore its more likely to be a loyal customer.

Another theory described by Reader (2017), he mentioned that maintaining customer loyalty is a key goal for any business, he said that loyal customer means reliable revenues and sustainable profit. In his article he added three important factors on Reynolds theory mentioned above, the first factor is **trust** where customers are more loyal to companies that matches their ethical concerns, the second factor is **growth**, studies approves that customer will be more loyal if the business balance between their needs and the growth in the marketplace around, last factor is **customer satisfaction**, which is the first step to build loyal customers, when customers fulfil and met their needs they are loyal because they are satisfied.

Another factor that is worth mentioning to be taken into consideration in this study is the switching cost. That is in order to move and switch from product or service to another, there is a switching cost that will affect any change, as represented by Cleverism (2014), he clarified that **switching cost** is the costs that consumer had to pay in order to change suppliers, product or a service, and it includes time, convenient and effort. Usually businesses try to keep the switching cost very high by acquiring different strategies in order to maintain customers.

The factors and theories mentioned in this section will be used in this thesis in order to determine what factors are affecting customer satisfaction and loyalty to the mobile operators in Palestine.

## **CHAPTER 2: LITERATURE REVIEW**

- Previous Literature
  - Customer Satisfaction
  - Customer Loyalty
  - Measuring customer loyalty
  - Factors affecting Customer's Satisfaction and Loyalty
- Mobile Telecommunication Sector in Palestine
  - Overview of Palestinian Telecommunication Sector
  - Challenges facing Palestinian Telecom Operators
  - Competition in the Palestinian Mobile Sector
- Discussion of Literature

## **2. Previous Literature**

The last two decades witnessed a deep change in the nature of relationship between businesses and customers. The fact the consumer behaviour changed due to the increase in their mobility and purchases, better information they have, and better critical sense that they developed as the market become more transparent and therefore they can easily make comparisons, this all led to increase the tendency of customers to easily switch between brands, this is beside the increased competition were companies can fast recognize the competitive advantage of others and recover accordingly, all raises the need for the change in the business – Customer relationship (Scriosteanu and Popescu 2010). The fierce competition in today's markets enhanced the businesses' attention towards customer behaviour so as to better cope and strengthen market relationships (Costabile). Marketing Managers are now aware of the importance of customers' satisfaction and loyalty, and hence retention and increasing the number of customers became the main goal of businesses, as loyal customers are considered to be the key to the success of businesses specially service businesses (TaghiPourian and Bakhsh 2015).

### **2.1 Customer Satisfaction**

Customer satisfaction is the most important priority for business organizations and a key factor in keeping a sustainable customer business relationship, it is defined as the outcome of perception, evaluation and the resulting psychological reactions to the consumption experience with a product or service (Ganiyu , 2017), another study defined it as a psychological state that reflects consistent emerging emotions and expectations (Irfan, Shamsudin, & Ul Hadi, 2016). It is one of the basic concepts of marketing that satisfies the needs and wants of consumers, and can lead to many benefits such as more loyalty, less sensitivity to price, lower cost associated with attracting new customers, lower operational cost due to increasing customers and building a positive reputation for the business (Iqbal & Shah, 2016).

There are two key determinants to judge whether a customer is satisfied or not, the first is perceived value that is that how much output the consumer gets from the use of the product, whether it matched his observation or not, and the second is the perceived quality which implies the product consists of the attributes which he wanted in the product, customers are

considered to be satisfied when they verify the two determinants, in this regards the after-sale service is often used as a dimension of customer satisfaction (Iqbal & Shah, 2016).

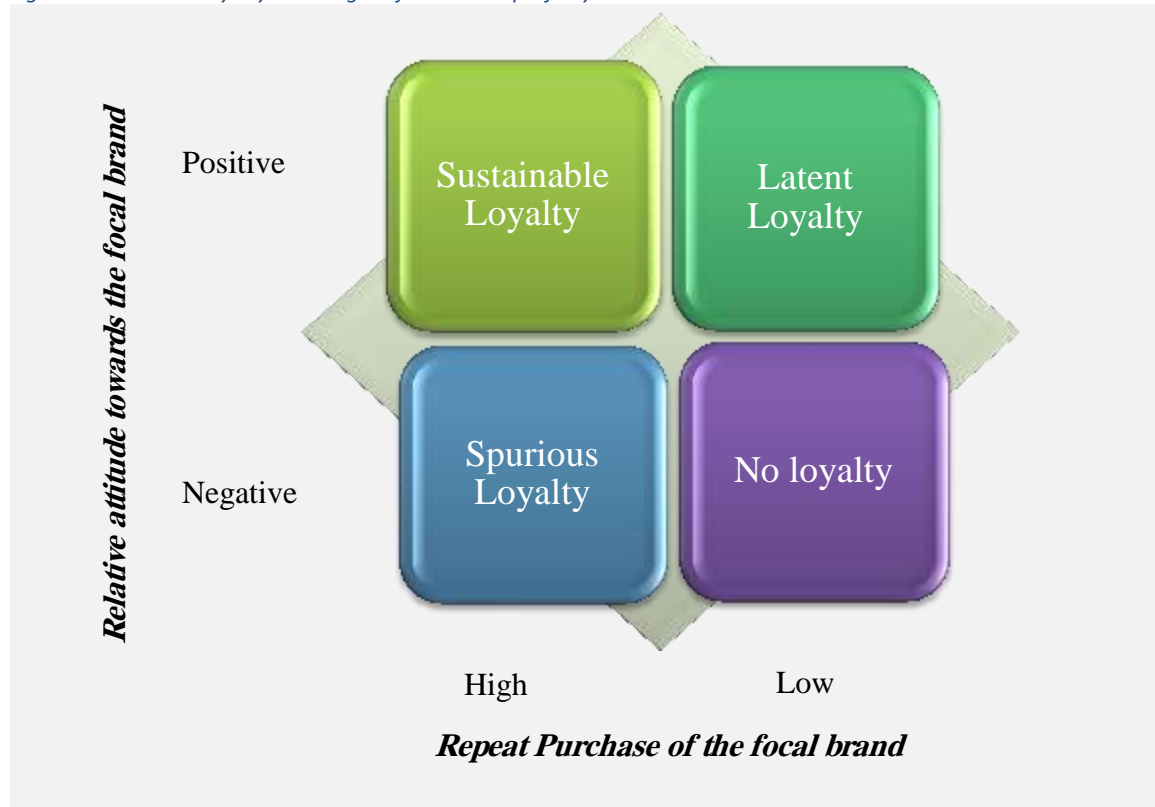
The relation between Customer satisfaction and loyalty was explained in many studies that confirmed that satisfaction significantly and favourably impacts customers' loyalty and therefore satisfaction was considers as a key factor for loyalty to a brand (Awan & Rehman, 2014), (Irfan, Shamsudin, & Ul Hadi, 2016) this was further explained as satisfied customers are more likely to repurchase same brand which will lead to long term relationship with businesses and therefore increase business's profits (Awan & Rehman, 2014).

## 2.2 Customer loyalty

Customer loyalty is the customer emotion that leads to make purchases from a certain business in spite of the existence of other more financially lucrative offers on the market, therefore it is different than customer satisfaction in the it is non-rational evaluation that results from unconsciously perceived factors (Kiseleva, Nekrasova et al. 2016). According to Oliver Richard customer loyalty has four sequential stages. The first stage is when customers are only **cognitively loyal** where they had knowledge that is either direct or indirect regarding the brand and its benefits, and continue to make purchases from that brand based on the belief that the offer is superior. While the second stage of **affective loyalty** occurs after the customer make repeated purchases from the brand and favorable attitude towards the brand is developed as the customers' expectations are met. As time passes and after the repeated purchases the third stage of **Conative** loyalty is reached through which loyalty becomes strongly intended. Finally, **Action loyalty** stage is the most powerful stage as during this stage the customer will take actions to overcome all possible obstacles that may arise to alter the decision to make purchases from the brand to which the customer is loyal (Costabile). On another end, Dick and Basu (1994) developed an approach that explain the different conditions of customer loyalty according to the stages of the relationship life-cycle.



Figure 1: Customer Loyalty and stages of relationship Life-cycle



Source: (Dick and Basu 1994)

Where No loyalty is attributed to negative attitude and low repeated purchases this can be due to the new introduction of the brand or because of the inability to communicate advantages. Spurious Loyalty is attributed to low attitude but with repeated purchases and this occurs when the customer recognizes little differentiation among brands and hence makes purchases based on familiarity. Latent Loyalty which is a serious concern for marketers, it occurs when customer show positive attitude towards the brand but with low level of purchases. This can be related to environment of the market, norms, and situational effects that may outweigh the positive attitude (Dick and Basu 1994).

### 2.2.1 Measuring customer loyalty

Loyal customers are treasure to any business, they worth to try anything to keep them beside ad they do so much for businesses, besides increasing profits and revenues. In reference to Userlike Live Chat (2016), the article specifies the benefits of having loyal customer to the business, loyal customers refer the business to their friends and contacts, they will continue purchase the product as long as they still needs it, they don't search for other product and

suppliers, they are not open to other competitors in the market, they are open to other products and services that business offer, they are likely to give feedback in regards any development or ways to improve the business and they are easy going towards emerging issues. Moreover, the same article clarifies how business could measure customer loyalty, and added that there are six ways that the business can use in order to measure their customers' loyalty, these measurements are the first step to compare and improve any business, these are very important tools in the process of customer loyalty management, and the methods are as follows:

- **Net Promoter Score (NPS):** It is a very powerful simple metric indicator; it indicates the likeliness of customers to refer a business to others. It is about answering simple questions with a value between 1 and 10. This kind of method divides customers into three categories:
  - 1- **Detractor:** customer whom answers with a score of 6 or lower are more likely not to recommend a business to others, they may not buy from that business again, and they are more likely to be a bad mouth for the business.
  - 2- **Passives:** their answers with scores of 7 or 8 segments, they are satisfied, but they won't recommend the business to others, they will keep buying from the business until they find other supplier with better value proposition.
  - 3- **Promoters:** they scores 9 or 10, they are more likely to recommend the business to others and they will stick with the business and stay around for long time.



Source: (Userlike Live Chat, 2016)

- **Repurchase Ratio:** this method measures the ratio of the repeated purchasers over one time purchasers. The way to calculate this ratio differ from business to business, it depends on the business model, if the business have the subscription model, they can simply divide the number of customers that extend their purchases after their first contract by the customer that cancel their contracts after the first purchase.

- **Upselling Ratio:** this method concerns other products from a business, not just measuring loyalty toward one product. This method can track the customers who bought more than one type of products to the one who bought only one type of the business products.
- **Customer Loyalty Index (CLI):** it is a standard tool to track customer loyalty over a period of time, and it includes the value of NPS, upselling and repurchasing. It's a simple method that calculates all three values mentioned above by using a simple questionnaire that has a 6 point scale from 1 – 6, where 1 is for definitely yes and 6 is for definitely no. It is a very important method that calculate and measure the three values at the same time and its very simple to collect by directly asking customers to fill up the questionnaire by sending to them be e-mail or through business apps or even in person.

**Sample question are like:**

Question	1	2	3	4	5	6
How likely are you to recommend us to your friends or contacts?						
How likely are you to buy from us again in the future?						
How likely are you to try out other of our products/services?						

The CLI score will be the average score of the three questions, where answers scores are, 1= 100, 2= 80, 3=60, 4= 40, 5=20, 6=0.

- **How much would you miss us? :** this method is an alternative to the NPS method, and uses the same tools in order to measure it, by asking simple questions with values from 1 – 10 where 1 stands for (would not miss at all) and 10 stands for (I couldn't do without you).
- **Customer Engagement Numbers:** It is the most effective and easier measuring tool and it is correlated to revenues and profits. It is perfect for online businesses that the metrics are easily tracked; businesses can track activity time, visit frequency and core user's actions.

Another description for additional customer loyalty measurement methods is clarified by Ranade (2012), he highlighted five main steps in order to measure loyalty as follows:

- **Loyalty Segmentation:** at this stage business need to create their customer profile to evaluate their relationship toward the business in order to categorize the customers into three segments, loyal, neutral and vulnerable.
- **Profiling Loyalty Segments:** this stage is very important in order to analyse why some customers are loyal and others are not, by profiling the customers based on meaningful customer descriptor which includes demographic and descriptive factors as well. Throughout this stage, businesses need to obtain information directly from customers in order to gather enough information to complete the profiling stage.
- **Understanding the loyalty segments:** three important points needs to be understood by businesses regarding their customers and how to increase their loyalty, first customers' underlying preferences for the products/services, second, customers value toward the product and the business, last point is the customer's experience, perceptions and beliefs about the business and he product or the service.

Loyalty research centre have developed a model to describe the daily interaction between customers and the business as described by Ranade in his article, this model represent interaction, experience and attitude that drives any business to success.



Source (Ranade, 2012)

Through this stage it is very important to get feedback from customers in order to find out new ways to solve any coming issues and take action, as well as sharing their experience and problems and how it was solved.

- **Taking Actions:** after all the information gathered in previous stages, it is the time for the business to take actions to increase their loyal customer base, improving

weaker areas, reviewing identifications of specific customers and determining which customers are the valuable ones for the business.

- **Migrating Loyalty segments:** this stage is all about developing new strategies to maintain the business loyal customer and move the lower level loyalty customer to the top level loyalty customers. Loyal customers are very important to the business because they buy more of the business's product, they even buy all types and kinds of product / service, do not need sales support, pay more for value add service/product and most important they make referrals for the business.

Another three ways to measure loyalty by Retention, Advocacy and Purchasing, in reference to mTAB (n.d.), Retention is a useful way to measure loyalty because it is the willingness that the customer stay using and buying the same supplier, measuring advocacy is very helpful for the retention, advocate is about referring the product or service to other, to advocate does not require a lot action from the customer, but retention is about purchasing and engaging with the business. The last way to measure loyalty is purchasing, where purchasing means that the customer is satisfied and willing to buy more and try more kinds of products or services.

## **2.3 Factors affecting Customer's Loyalty**

### **2.3.1 Price**

Price is the most significant factor in determining satisfaction of customers according to marketing theories. It is indicated that in order to be successful in both the internal and external markets service providing businesses should carefully consider their prices and their effect on customer satisfaction and Loyalty, taking into consideration that this relation depends mainly on price fairness and price acceptance concepts (Virvilaite, Saladiene et al. 2009).

Awan and Iqbal (2014) in their study defined price as what the customers sacrifice in order to obtain a certain product/service, and hence mentioned that the price as a perception has a key role in selecting the product/service, also Virvilaite, Saladiene et al. (2009) and Awan and Iqbal (2014) added in this regards after referring to Dovaliene and Virvilaite (2008) that price is the most flexible element in the marketing mix that can be changed quickly after making

modifications to product/service characteristics, and that price is the only element in the marketing mix that brings income to businesses.

According to Virvilaite, Saladiene et al. (2009) the increase in the price of services will be acceptable for customers if they perceived more satisfaction, and added that scientific studies in this regards proved a positive relation to exist between change in customer's satisfaction and the acceptability of increase in service price. It was therefore recommended by Awan and Iqbal (2014) that service businesses should manage the customer's perception for price actively in an effort to increase their loyalty.

### 2.3.2 Quality

Virvilaite, Saladiene et al. (2009) indicated that service quality affects customers' loyalty. The study mentioned that it is important for any business to assess the customers' expected quality of the service being provided, and clarified that the customers' estimation is built based on the image of the business, reliability, responsibility, competence, accessibility, attention, informative, reputation, safety, understanding of customer, and tangibility. Therefore, businesses that aim to meet the customers' quality expectations should keep an eye on these characteristics so as to achieve better estimation by customers.

A study conducted by Agyei and Kilika (2013) on The Relationship between Service Quality and Customer Loyalty in the Kenyan Mobile Telecommunication Service Industry found ssignificant relationship was found between service quality and customer loyalty, the study emphasized that service providing businesses do not offer tangible products to its customers, and therefore their services will be evaluated based on their relationship with customers and hence recommended that telecommunication management should ensure quality of their services.

### 2.3.3 Brand Image

Ibok and Etuk (2015) mentioned that the brand image is viewed as identity of the business that it seeks to create in the market and how it conveys its products and reveals its brand associated promises to the customers. The study which was conducted to assess the Brand Identity and Customers Loyalty with Evidence from the Nigeria Telecommunication Industry

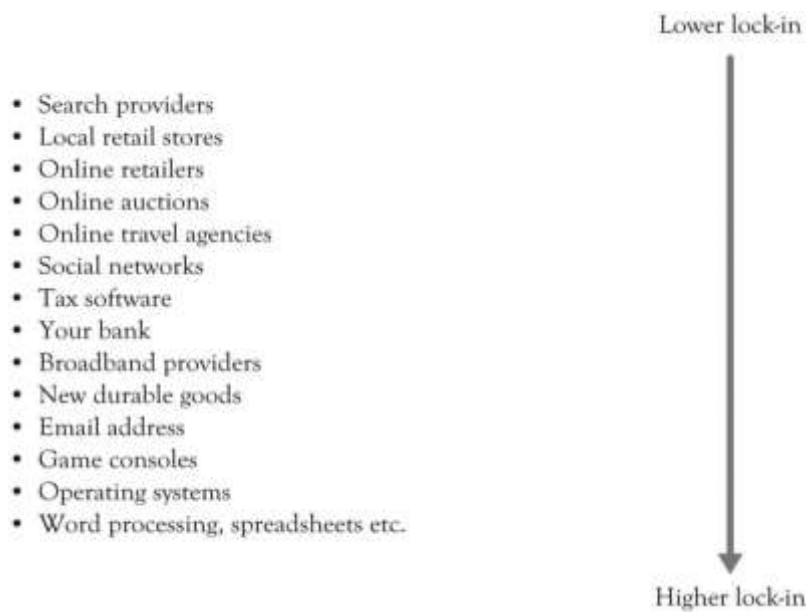
concluded a strong positive significant relationship between brand identity and customer's loyalty, and therefore recommended to combine management with promotional packages in an effort to enhance customer loyalty in the telecommunication industry.

Another study by Saeed, Lodhi et al. (2013) also confirmed positive significant relationship between Brand Image, Brand loyalty, and Customer Satisfaction. The study indicates that businesses with a sound image in the market will have better opportunities to reach superior places, create a competitive edge, and have greater market share in the market.

#### 2.3.4 Switching Cost

In Reference to Bhattacharya (2013) consumers usually face the switching cost when they change the product they use to another one from the same category or when they change the supplier, in his article he clarified three types of switching cost, procedural switching cost like economic risks, evaluation costs, set up costs and learning costs, the second type is financial switching that's involves the loss of financially quantifiable resources, benefit loss cost and monetary loss costs, the third type is Relational switching cost which occurs due to relationship breakage between consumer and supplier because of psychological or emotional issues, which involves personal relationship loss costs and Brand relationship loss costs.

In reference to Saylordotorg.github.io (2006), buyers like to switch and have the opportunity to try new product, at the same time they are more likely to avoid switching cost, in other term customer do like to be locked in, but on the other hand businesses goal is to lock customer in and lock out competition. That's why businesses try their best to keep the switching cost high, that prevent customers to find and go for new suppliers, and they do so by creating a value proposition. Businesses can develop different strategies to lock in customer such as high quality products and customer service, loyalty programs, and legal contracts, the figure below shows levels of lock in for several businesses.



Source: (Saylordotorg.github.io, 2006)

### 2.3.5 Demographic Factors (Occupation, Gender, and Age)

There are many demographic factors that affect customer loyalty and have a direct relationship with it. Through this section will go through different factors and how they affect loyalty.

- **Loyalty and Age:** in reference to Saad, Ishak and Johari (2013), in their study they have clarified that older customers are less to try new brands, they value loyalty and they are more loyal than younger age consumer. Reynold (n.d) added that younger customer tends to do more searches for different product or services, they actually can search in depth to find what they want.

Another article by CEB (2011) stated that there are three reasons why old customers are more likely to be loyal than young, first is that younger customers have large social circles where older customers have fewer but deeper relationships. The second reason is that older customers tend to be loyal for the same brand; they have less experience with dealing with new brands. The study found that 65% of older customers are loyal, while younger customers with an age between 20 – 24 years old are 47% loyal. The third reason is that younger customers are more likely to try new brands and seek new experience and new samples.



- **Loyalty and Gender:** According to Stan (2005), women and men are totally different in many ways such as the expression of emotions, men are more analytical and women are more subjective, men are guided by societal norms which make them more bossy, likes to control. On the other hand, women are more self-concerned and concern for other as well. Such differences make women more likely to be loyal and like to build long term relationships than men.

Reynold (n.d) shares that same thoughts of Stan regarding men and women differences, but he added that women are more likely to build relationships with business owners and staff, they really like to interact, which make them more loyal customers toward the business or the brand they like.

- **Loyalty and occupation:** An article by CEB (2011), clarified that retirees and home makers are more likely to be loyal. In regards to occupations, the study classified customers into two categories according to income; one for those who have high income, and the other for those of low income, and added that people who get lower income tend to be more loyal than customers with high income. High income customers are always looking for the big deal, and they are bargain hunters which make them disloyal customers. Therefore, the study concluded that students and professionals are less loyal than retirees and home makers as they are not exposed to large social circles like those of the students and professionals.

## **2.4 Mobile Telecommunication Sector in Palestine**

### **2.4.1 Overview of Palestinian Telecommunication Sector**

The Palestinian Telecommunication sector has a key role in the economy, constituting to 4% of the Palestinian GDP. The sector which has two mobile operators Jawwal and Wataniya Mobile whom employs over 3,400 employees and serve 3.4 million subscribers according to 2015 statistics (Office of the Quartet 2015).

The Palestinian Telecommunication sector as all other Palestinian economic sectors is governed by the terms of Oslo Agreement signed by the PLO. With regards to the telecommunication sector in specific; the agreement stated that “Israel recognizes that the

Palestinian side has the right to build and operate separate and independent communication systems and infrastructures including telecommunication networks, a television network and a radio network”, However such provisions were never applied or respected by the Israeli government which resulted in several challenges facing the Palestinian telecom operators (The World Bank Group 2016).

#### **2.4.2 Challenges facing Palestinian Telecom Operators**

According to note of the The World Bank Group (2016) prepared for the Palestinian Ministry of Telecommunications and Information Technology (MTIT), there are several challenges that resulted from the Israeli measures and non-recognition of Oslo provisions. Such Challenges were summarized mainly in the below issues:

- The Israeli restrictions on frequencies: There has been a request that was submitted since 2008 by the Palestinian mobile operators to launch 3G services but only limited release of frequencies were given to them according to an agreement signed in 2015. This is considered as a competitive disadvantage for Palestinian Telecom operators as their surrounding Israeli competitors provide 3G since 2004 and 4G since 2015 to their subscribers, also the MENA region in general is moving towards 4G, and therefore launching 3G by Palestinian operators cannot be considered as a success.
- The inability of Wataniya Mobile to take its full competitive role as the Israeli restrictions caused two years of delay in its operation in the West Bank and prevented it from starting its operations in Gaza strip.
- The illegal activity by Israeli operators in the West Bank created unfair competition to Palestinian operators, as the additional services provided by Israeli operators captured high value-added Palestinian customers.
- The Israeli restrictions imposed on the import of needed equipment for telecom and ICT companies.
- The Israeli restrictions imposed on the movement of goods and people which hindered the deployment and maintenance of infrastructure.

According to this World Bank note, the loss in the revenues of Palestinian mobile sector during the period between 2013 and 2015 is estimated to range from 436 million US dollars to 1,150 million US dollars, out of these amounts 339 million US dollars to 742 million US dollars are attributed to the inability to provide 3G services, while 70 million US dollars to

184 million dollars are attributed to fiscal loss of Value Added Tax. Such a loss represents a loss of 3% in the Palestinian GDP during the aforementioned three years.

### **2.4.3 Competition in the Palestinian Mobile Sector**

Paltel Group was established in 1997 to be the telecommunications leading operator in Palestine. It includes companies from the main sectors of telecommunications and information technology (IT) market, and among these is Jawwal which is its mobile subsidiary. Since the establishment of Paltel group and given that it had the first and only mobile operator in Palestine it dominated the market which was characterized by the existence of a private regulated monopoly by Paltel and its subsidiaries, beside the unauthorized competition with the Israeli operators whom were authorized by Oslo Agreement to service only the settlers in the West Bank, in addition to the overall weak governance and regulation. (The World Bank Group 2008).

The monopoly of Jawwal over the Palestinian Mobile sector continued since establishment in 1999 until the Wantaniya Mobile which is a member of Ooredoo Group was launched in 2009 based on the license granted to it in 2007. Since then competition among the Palestinian Mobile operators whom have to face also the illegal competition of the Israeli Mobile operators increased, a matter that made Customers' Loyalty and retention the main objective for both companies.

In this regards it is worth mentioning that the main players in the Palestinian Mobile telecommunications market are the Palestinian Mobile operators Jawwal and Watanyia Mobile whom have to face competition with four Israeli Mobile Operators, namely Orange, Cellcom, Pelephone and Mirs that operating in the West Bank and Gaza.

## **2.5 Discussion of literature**

From the literature review that is presented in the above section, customer satisfaction and loyalty are a very important topics for businesses, each business is looking to have a satisfied and loyal customer to increase their market share, and at the same time, satisfied loyal customers save time and money as well, because they can help the business in market and

promote their product or service by talking about them and encourage people to try them, but as discussed by Dick & Basu (1994) customer loyalty have different conditions and stages, they have mentioned four stages of customer loyalty which they are, sustainable loyalty, latent loyalty, spurious loyalty and customers who have no loyalty at all, each one of them can affect the business in different ways as discussed above. Businesses can measure their customer loyalty by using different types of methods, like the Net promoter score (NPS) which the business can prepare a simple questionnaire with value between 1 -10, another simple method it is the customer loyalty index (CPI), to track customer loyalty over a period of time, it includes the NPS, and other measuring tools like upselling and repurchasing. It's a simple method using a simple questionnaire that has a 6-point scale value from 1 – 6.

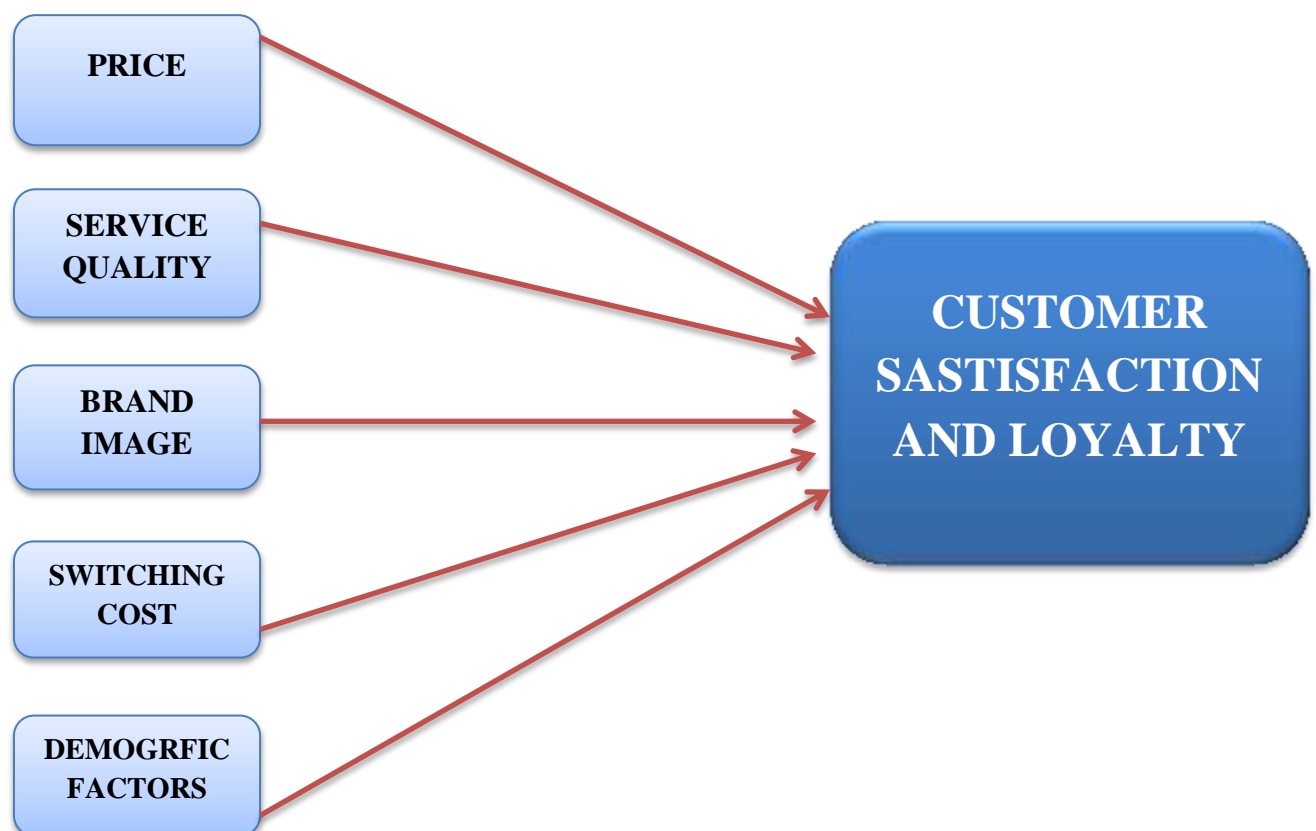
Measuring loyalty is very important for the business, besides figuring out what are the factors that affects their customer's loyalty, they can benefit from this information in different ways, through the literature above as described by many authors, there are different factors that may affect loyalty like, price, service quality, brand image, switching cost and demographic factors like gender, age and occupation. Of course there are many factors that may affect customer loyalty, but in this study the researcher have considered the mentioned above factors because it was clear through the different studies and article reviewed, that the mentioned factors are the most important and affecting ones that have a significant relationship with customer loyalty, as (Houlihan & harvey 2012) said that customer loyalty results from price sensitivity, another writer (Virvilaite, Saladiene et al.2009) added that price is the most significant factor in determining customer satisfaction, as well as (Awan & Iqbal 2014) in their study said that price is the most flexible element in the marketing mix. That indicates that price has a very direct significant relationship with customer loyalty. Another studies for different writers like Agyei and kilika 2013, Ibok and Etok 2015, and saeed, lodhi et al 2013, they all have clarified and agreed that brand image, service quality, switching cost and demographic factors have a strong positive significant relationship with customer loyalty.

The mentioned factors will be the core of this thesis in order to determine the factors that affect customer satisfaction and loyalty in Palestine, where there are two mobile operators Jawwal and Wataniya that are delivering their services to customers in Palestine.

## 2.6 Conceptual framework for customer Satisfaction and loyalty

As discussed in the literature review above, there are different factors that may affect the satisfaction and loyalty of customers towards brand of a service; this section will give a closer look on the factors affecting satisfaction and loyalty. This thesis is depending on a cause – effect relationship, as described by (Swaen, 2015) the cause – effect relationship occurs when there are different relevant variables that are the characteristics that the relationship can describe, this relationship will involve two types of variable, independent variables and dependent variables. In this study there are many independent variables that were identified to affect one dependent variable that can be described in figure 2 below.

*Figure 2: Conceptual framework for customer satisfaction and loyalty*



As shown in the figure above, customer satisfaction and loyalty is the dependent variable, which is the variable that its results and value is dependent on other factors, which in this study are the price, service quality, brand image, switching cost and demographic factors, in which they are the independent variables that affects the value and level of satisfaction and loyalty of the customers. One or more independent variables may affect the decision, choice and loyalty for customers, through this thesis, the researcher will find out what factors are affecting the satisfaction and loyalty of customers toward mobile operators in Palestine.

## **CHAPTER 3: METHDOLOGY**

- Research Design
- Population and sample of the study
- Data Collection Procedures and Instruments
- Validity and Reliability of Research Instruments
- Data Analysis
- Descriptive Statistics
- The Pearson Product Moment Correlation
- Multivariable Regression Analysis

### **3. METHODOLOGY**

This thesis aims to determine the factors that affect customer's satisfaction and loyalty for Palestinian Mobile operators. Within this context the researcher reviewed many papers for the cases of many countries at the regional and international levels, and was able to identify based on the previous literature a model with five variables that appeared to affect customer satisfaction and loyalty in the Mobile telecommunication sector, these are demographic variables, price, quality, brand image, and switching cost. Previous studies that were used as a benchmark for this study are Md. and Akther (2017) which studied the Determinants of Customer Loyalty in Mobile Telecommunication Industry in Bangladesh, Amin, Ahmad et al. (2012) which studied the determinants for the case of Malaysia, Khan and Afsheen (2012) for the case of Pakistan, Adeleke and Aminu (2012) for the case of Nigeria, Khizindar, Al-Azzam et al. (2015) for the case of the Kingdom of Saudi Arabia, and Adjei and Denanyoh (2014) for the case of Ghana. The Methodology applied in all the aforementioned studies is cross sectional surveys with a five point Likert scale to gather primary data from respondents from a sample that was determined using convenience sampling, and used Pearson correlation to reveal the relationship between the specified factors, and regression to analyse the hypothesis of the study. The below table illustrates the sampling and data analysis methodology applied in each of the studies.



Table 1: sampling and data analysis methodology applied in Literature

	Study Sample and instrument	Statistical Tests used
Adeleke and Aminu (2012)	<p>Used cross sectional survey that targeted 252 respondents determined using convenience sampling.</p> <p>Instrument was a structured questionnaire with a 5-point Likert scales, and the questions used were collected from different literature sources and were adjusted to conform to the study objectives.</p>	Descriptive statistics and Pearson Product Moment Correlations were employed to analyse the data collected.
Khizindar, Al-Azzam et al. (2015)	<p>The study used a survey with a Likert scale as a tool to collect primary data. A total of 800 questionnaires were distributed to telecommunication customers throughout the various regions of Saudi Arabia, and was determined using Convenience sampling.</p> <p>The study used a questionnaire that was developed by Zhang and Feng (2009) and used by Reena (2012).</p>	For the purpose of data analysis and hypothesis testing, the study used correlation analysis to reveal the relationship between the factors, while regression analysis was used to test price, service quality, brand image, and trends on customer loyalty.
Adjei and Denanyoh (2014)	The study targeted 200 subscribers for mobile operators, and due to the limit of time and costs, the population was narrowed to mobile phone users in Sunyani, and was determined by connivance sampling. The questionnaires were designed with five-point Likert-type scale.	The study used Pearson correlation to establish the relation between the dependent and independent variables.
Khan and Afsheen (2012)	The study surveyed 200 telecom customers in Bangladesh from Dhaka city, and the convenience sampling method of non-probability sampling technique was used.	The study used One-way ANOVA and Multiple Regression analysis to test hypothesis.
Amin, Ahmad et al. (2012)	The study used a 5-point Likert scale questionnaire which was prepared by Serkan and Gorhan. The study targeted 185 telecommunication users among university students.	Multiple regression analysis was used for the analysis.
(Md. and Akther (2017))	Data has been collected from 200 people Namely from Narayanganj, Savar, Shantinagar and Azimpur in Dhaka City using a 5 point Likert scale questionnaire. The Convenience sampling method of non-probability sampling technique was used to specify the study sample.	multiple regression analysis was used to analyze the data.

In light of the above; this section describes the methodology that is used in this study including the research design, population and sample of the study, data collection procedures and tools, reliability and validity of the data gathered, and procedures of data analysis that is used to achieve the intended objectives.

### **3.1 Research Design**

This thesis is descriptive with a quantitative research design. A cross sectional research design with quantitative methods is used to assess relationship between certain identified factors with customer satisfaction and loyalty to Palestinian mobile operators. This research design is used for this thesis as data will be gathered in a particular time.

A very well-designed questionnaire is used as a tool to gather the needed data about the mobile users mainly, customers' profile, their behaviour, their satisfaction towards mobile operators, their willing to keep their line, their willing to recommend their friend to use services and lines of x- operator, and other indicators that will be included in the thesis.

### **3.2 Population and sample of the study**

This thesis will study the factors that affects customers' satisfaction and loyalty for the Palestinian Mobile operators from the view of the customers' themselves. Therefore; the population consists of all the individuals in Palestine (West Bank and Gaza) who are connected to a certain mobile network operators including Jawwal, Watanyia Orange, Cellcom, Pelephone and Mirs.

However; given to the limited time and cost consideration; the sample of the study was narrowed to the subscribers of mobile operators in Ramallah and Al-Bireh governate from both males and females with an age of 22 years and above, whom are employed in the public sector mainly in the Ministry of Education (MoE) and Ministry of Interior (MoI). This sample was chosen as the under aged individuals are generally affected on the choice of their network by their parents, while public sector employees were targeted based on the fact that they make careful decisions regarding the value of their money given their limited income. Data was collected from individuals in Ramallah and Al-Bireh Governate, and the sample size is determined using Convenience sampling according to the below equation:

$$\text{Sample Size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left( \frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

Where:

- N is the Population Size
- e Is the Margin of Error (as a decimal)
- z Is the Confidence Level (as a z-score)
- p Is a Percentage Value (as a decimal)

### 3.3 Data Collection Procedures and Instruments

To achieve the intended objectives of the thesis, both primary and secondary data was used. Secondary data were obtained mainly from journals, books, reports, and Website, while primary data was collected through a questionnaire designed by the researcher to gather necessary data directly from respondents. Research questions were transferred to measurable questions, that were included in the questionnaire as a 5 point Likert scale with number 1 means that respondents strongly agree, 2 means agree, 3 for Neutral, 4 for Disagree, and 5 for Strongly Disagree so as to gather the information about the main factors affecting customer satisfaction and loyalty among Palestinian mobile network users.

The questionnaire consisted of two parts, the first aimed to gather information about the respondents' demographic criteria such as name of the mobile network service provider, gender, age, occupation, education, and monthly mobile expenses. The second part of the questionnaire included questions regarding the identified influential variables of customer satisfaction and loyalty in the mobile telecom industry.

### 3.4 Validity and Reliability of Research Instruments

Validity of research instruments is the degree to which the instrument measures what it supposed to measure (Kimberlin and Winterstein 2008), while Reliability relates to the consistency of a measure, that is the extent to which a research instrument will consistently lead to the same results if repeated (Heale and Twycross 2015). And since the research instrument that is used in this thesis as described in the above section was addressed through

review of relevant literature, then it is valid. However; with regards to reliability of the research instrument, the Cronbach's Alpha reliability coefficient is used to measure the internal consistency of the questionnaire. The coefficient has values that range between 0 and 1 with higher values indicating higher reliability.

### **3.5 Data Analysis**

The data gathered was analysed to find out the opinion of respondents regarding the research variables. The Statistical Package of the Social Science (SPSS 20) was used for data analysis, where Descriptive statistics, Pearson Product Moment Correlations, and Regression analysis were employed to analyse the data collected.

#### **3.5.1 Descriptive Statistics**

Descriptive statistics will be used in this study to give a general view about the data gathered from respondents and to describe the basic features of this data. Descriptive statistics provide a summary for the sample and the measures in a simple way. Mainly; Percentages to describe the demography of respondents such as age, gender, education, and current mobile operator is used. Additionally; the mean and standard deviation is used to assess how respondents reply on the various variables of the thesis. The mean value that is calculated for each of the variables to give an idea about the importance of the variables from the respondent's point of view that is variables with higher mean values indicates greater importance to respondents. On the other hand; standard Deviation will give an idea about how wide is the spread of data that is higher values for standard deviation means that respondents gave variety of opinion and the low standard deviation means that customers express close opinion (Hossain and Suchy 2013), (Adeleke and Aminu 2012).

#### **3.5.2 The Pearson Product Moment Correlation**

The Pearson Correlation Coefficient or Pearson's  $r$ ; was invented by Karl Pearson, and it is an easy way to measure correlation between any two variables. It has a value that ranges between +1 and -1, where the positive sign indicates positive relationship between the variables under investigation and the negative sign indicates a negative relationship, while a value of 0 indicates that the variables have no association (Uebersax NA). The formula for the coefficient is as below.

$$r = \frac{1}{n-1} \sum_i \frac{(x_i - \bar{X})(y_i - \bar{Y})}{s_x s_y}$$

Where (r) is the Pearson Coefficient and indicates the strength of the relationship among the variables, (n) is the sample size, (xi) and (yi) are the single samples indexed with i, and (s) is the sample standard deviation.

The coefficient give an indication for the linear association among the two variables by drawing a line of best fit for the gathered data of the two variables, and the value of the (r) gives an indication of how far the data points are from this line. A value of (r) that is closer to +1 or -1 indicates a strong positive or negative association respectively and means that the data points are closer to the line of best fit

### 3.5.3 Likert Scale & Alpha Cronbach Coefficients

The Likert Scale ranging from (1-7) was found through the literature to be an excellent measure of satisfaction or loyalty. But due to the type of research done, the Likert scale was combined with Alpha Cronbach Coefficient Key in order to measure the level of importance after measuring significance. The Likert scale was thus used with the Alpha Cronbach Coefficient as clarified in table 2 below.

*Table 2: Alpha Cronbach coefficients*

Mean	Level
0 – 1.8	very low
1.8 > 2.6	Low
2.6 > 3.4	Moderate
3.4 > 4.2	High
4.2 – 5	very high

### **3.5.4 ANOVA Analysis**

The ANOVA test analysis can be said to be a generalised t-test, where it is applied to more than two groups. The analysis is set to measure the whether the population means are equal, where the main test results are represented by P-Values, wherever a P-Value <0.05, means that the value is of significance.

### **3.5.5 Multivariable Regression Analysis**

Regression analysis helps to describe the relation between the dependent variable and the independent variables. While; the Multivariable regression in specific is a type of regression analysis that is used when more than one independent variable contributes in explaining the dependent variable, and therefore helps to study the effect of those variables on the dependent variable. Hence, the dependent is expressed as a linear function of independent variables as shown in the below model.

$$Y = a + b_1 \times X_1 + b_2 \times X_2 + b_n \times X_n.$$

The analysis will allow computing the coefficient  $b_i$  for each of the independent variables  $X_i$ , the coefficient of determination describes the overall relationship between the independent variables  $X_i$  and the dependent variable  $Y$  (Schneider, Hommel et al. 2010).

## **CHAPTER 4: DATA ANALYSIS**

- Population and Sample
- Demographics
- Reliability
- Validity
- Customers Decision Making
- Analysis of Questionnaire items and domains and Hypothesis Testing
- Summary and discussion of study result

## 4. DATA ANALYSIS

### 4.1 Population and Sample of the Study

The population of the thesis consisted of all Public Sector Employees in The Ministry of Education and The Ministry of Interior as customers of mobile operators in Palestine. The population size equals to (650) customers (employees). The population is partitioned into two main strata: The Ministry of Education with size (500) customers, and The Ministry of Interior with size (150) customers. A proportionate stratified sample with 42% proportion was taken from these two strata, then the sample size become  $(42\% * (500)) = 210$  employees from the Ministry of Education and the sample size from the second main strata (The Ministry of Interior) was 42% from the population which is  $(42\% * 150) = 63$ . The total sample size was  $210 + 63 = 273$ . The researcher spread 300 questionnaires and received 280 with 100% response percentage since the requested sample size is 273. Table (3) below shows the population and sample size used.

*Table 3: Population and Sample size of the thesis*

Place of work(Strata)	Population	Sample=42% of Population
Ministry of Education	500	210
The Ministry of Interior	150	63
Total	650	273

### 4.2 Demographics

Table (4) shows that the study sample in hand consists of (77%) working at the Ministry of Education, and (23%) working at Ministry of Interior. More than half of the sample are females (55%), and (44%) are aged between 31-40 years old, as well (28%) between the age of 44-55 years old. (79%) of the sample are married, (57%) have a bachelor degree, and (45%) are within the second level of employment, (29%) within the third level. As for level of income, (33%) take more than 4,021 Shekels per month, and (32%) take between 2721 – 4020 Shekels per month. Lastly, (62%) of the respondents are Ramallah residents.



With regards to their mobile subscription, more than half (55%) of the respondents are Jawwal subscribers, (15%) are Wataniya mobile subscribers, and (29%) are subscribers of both Jawwal and Wataniya mobile. (44%) of respondents have had their mobile subscription for more than 10 years, (19%) from 6-10 years, (24%) for 2-6 years, (10%) between 6 months and 2 years, while only (3%) have had their subscription for 6 months or less.

Table 4: Demographic Frequency & Percentages

Variable	category	Frequency	Percent
Place of work	Ministry of Education	215	77%
	Ministry of Interior	65	23%
Gender	Male	127	45%
	Female	153	55%
Age	22-30	63	23%
	31-40	122	44%
	41-55	79	28%
	Over than 55	16	6%
Marital status	Single	49	18%
	Married	220	79%
	Divorced	7	3%
	Widow	4	1%
Educational level	Diploma	58	21%
	Bachelor	160	57%
	Master	56	20%
	PHD	6	2%
Employment Level (Position)	First Level	41	15%
	Second Level	127	45%
	Third Level	81	29%
	Fourth Level	14	5%
	Fifth Level	17	6%
Monthly Income	Less than 1570	10	4%
	1571 - 2090	22	8%
	2091 - 2720	67	24%
	2721 - 4020	90	32%
	More than 4021	91	33%
Current mobile operator / service provider	Jawwal	155	55%
	Wataniya	42	15%
	Both	82	29%
	Other	1	0%
How long have you been with your current mobile operator?	Less than 6 months	9	3%
	More than 6 months – less than 2 years	27	10%
	2 – 6 years	68	24%
	6 - 10 years	54	19%
	More than 10 years	122	44%
Place of Residence	Ramallah	173	62%

	Jerusalem	20	7%
	Hebron	21	8%
	Nablus	36	13%
	Bethlehem	2	1%
	Jericho	1	0%
	Jenin	8	3%
	Salfit	4	1%
	Tubas	1	0%
	Tulkarem	10	4%
	Qalqilia	4	1%

### 4.3 Reliability

Reliability analysis allows to determine the extent to which the items in the questionnaire are related to each other, and the reliability coefficient value represents overall index of the repeatability or internal consistency of the scale (questionnaire) as a whole, this procedure also enables to identify problem items that should be excluded from the scale. The next table shows Alpha Cronbach coefficients which represent the most common procedure to assess scales reliability.

*Table 5: Alpha Cronbach coefficients*

Domain	N of Items	Cronbach's Alpha
Perceived Price	6	0.71
Service Quality	6	0.81
Brand Image	5	0.89
Switching Cost	5	0.79
Total Satisfaction loyalty to mobile operators	7	0.94
Over All Total	29	0.95

The Over All Reliability Coefficient (Alpha Cronbach) is 0.95 and it is 0.94 for the Total Satisfaction and loyalty to mobile operators. The scales are ranged from (0.71-0.89) for the main factors. The Coefficients are greater than 0.7 for all domains, so we conclude that there exist acceptable reliability levels for data to be reproduced or repeated in the case of repeating other research similar to this thesis using the same questionnaire.

## 4.4 Validity

The validity of a questionnaire is the degree to which the questionnaire measures what it claims to measure, which called also the accuracy measurement. One of the most useful method to measure the validity is the Factor analysis by principal component method. It gives numbers called Extraction communalities which estimate the variance in each questionnaires' item accounted for by the factors (components or domains) in the factor solution. For other extraction methods, these values are the proportion or the amount of variance accounted for in each variable by the rest of the variables.

High values of the extraction coefficients ( $>0.5$ ) indicate that variables (Items) fit well with the factor solution, and should possibly not be dropped from the analysis. The next table shows the extraction coefficients for all items and it is clear that most of them are greater than 0.5 which means that the questionnaire has high level of validity.

Table 6: Extraction Coefficients for Validity

Item number	Extraction Communalities	Item number	Extraction Communalities	Item number	Extraction Communalities	Item number	Extraction Communalities	Item number	Extraction Communalities
Price									
1.	0.730	1.	0.278	1.	0.656	1.	0.525	1.	0.788
2.	0.721	2.	0.687	2.	0.753	2.	0.710	2.	0.777
3.	0.809	3.	0.751	3.	0.796	3.	0.679	3.	0.784
4.	0.824	4.	0.543	4.	0.708	4.	0.308	4.	0.716
5.	0.488	5.	0.711	5.	0.547	5.	0.542	5.	0.648
6.	0.526	6.	0.204					6.	0.711
								7.	0.725

## 4.5 Analysis of Factors affecting Customers' Decision Making

### 4.5.1 Rank of factors in order of importance when choosing mobile operator

Table 7: Ranking of Factors in order of importance when selecting mobile operators

Factor	Importance percentage
Price	39.1%
Quality of services	40.6%
Brand image	20.2%
Total	100.0%

According to the results of the table above 40.6% of respondents indicated that the Quality of services is the most important factor when selecting mobile operator, while 39.1% indicated that it was Price, and finally 20.2% indicated that it is Brand Image. Accordingly; we can conclude that according to respondents the Quality of service is the most influencing factor for the selection on mobile operators, followed by Price, and Brand image consequently.

#### 4.5.2 Importance of factors relative to choosing a mobile operator

Table 8: Factors ordered by importance relative to the respondents when choosing Mobile operators

Factor	Importance percentage
Overall network quality	15.5%
Price	14.5%
Network Coverage	14.1%
Quality of Internet Services	11.2%
Quality of customer care services	10.5%
promptness of complaint handling	9.2%
Offers	8.7%
variety of service plans that meets my needs	7.6%
Brand image	7.4%
Other	1.4%
Total	100.0%

As the previous results show, it seems that respondents think Overall Quality of service (15.5%) as the most important attribute, followed by Price (14.5%), Brand Image comes in 9<sup>th</sup> place with only (7.4%). As for what is between, most are relative to service quality or prices, proving even more that those two are the most relative to respondents.

#### 4.5.3 Switching Mobile Provider

Table 9: Would you switch to another network if another operator provides better price or service?

Answer	Frequency	Percent
Yes	208	74%
No	72	26%
Total	279	99.6%

The results of the table above show that most of respondents will switch to another network if another operator provides better price or service (74%).

## 4.6 Analysis of Questionnaire's Items and Domains

This section introduces analysis of the Domains (Factors) of the thesis (Perceived Price, Service Quality, Brand Image, Switching Cost, Customer satisfaction). An ANOVA analysis is conducted for each domain and its corresponding items, and was found that the items are each significant to their domain, where all P-Values were all below 0.05. Furthermore, for each domain, each Item is analysed using Means (Averages), Standard Deviations, and Coefficients of Variation, where their importance towards the domain will be seen. A final variable for each domain will be calculated in order to assess them regarding Customer Loyalty & Customer Satisfaction and test the differences between respondents in their attitudes toward them.

### 4.6.1 Perceived Price

Table (10) below shows means and standard deviations of Perceived Price items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is (3.48) and the standard deviation is (0.65).

Given that the ANOVA analysis showed all factors are of significance to price, table (10) shows how significant it is. The two factors with very high significance to price are customer price sensitivity, and price and quality knowledge, with averages of (4.41) & (4.40) respectively. Coming in third place with high significance to price is price for quality, with an average of (3.5). The overall price average was calculated to be (3.48) which indicates high significance.

Table 10: Means, Standard Deviations and Coefficients of Variation for Items of Perceived Price Domain

No	Perceived Price	Mean	Standard deviation	C.V	Level
1.	I am a Price sensitive person, when I buy products I like to be sure that I am getting my money's worth	4.41	0.69	0.16	Very High
2.	I generally shop around for lower Prices on products, but they still must meet quality requirements before I buy them	4.40	0.61	0.14	Very High
3.	I prefer to pay more if quality of product or service worth it	3.50	1.10	0.31	High
4.	I believe that the company offers good value for money	2.98	1.14	0.38	Moderate
5.	I believe that Prices of the company are reasonable and affordable	2.96	1.25	0.42	Moderate
6.	I will stick to the same company even if their Prices increase	2.63	1.15	0.44	Moderate
	Total	3.48	0.65	0.19	High

We can conclude from the above that customers highly consider quality of service and they are willing to pay more if they believe that the service is worth that money, However, currently their satisfaction to moderate with regards to the quality of service offered by their current mobile operator.

#### 4.6.2 Service Quality

*Table 11: Means, Standard Deviations and Coefficients of Variation for Items of Service Quality Domain*

No	Service Quality	Mean	Standard deviation	C.V	Level
7.	Product and service availability direct my buying behavior	3.84	0.88	0.23	High
8.	As a customer I always look for the best quality regardless of its Price	3.68	1.04	0.28	High
9.	The company was very responsive to my concerns	3.54	1.06	0.30	High
10.	Company always keeps improving the quality of services	3.36	1.01	0.30	Moderate
11.	Services provided by the company Create superiority feelings in me	3.36	1.03	0.31	Moderate
12.	I never compromise on the quality of service provided by the operator	3.18	0.99	0.31	Moderate
	Total	3.49	0.72	0.21	High

Table (11) above shows the means and standard deviations of Service Quality items. The items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is (3.49) and the standard deviation is (0.72).

The ANOVA analysis determined that all items regarding service quality are of significance, the items seem to be split between high and moderate significance. Those whom were deemed to be of high significance are buying behaviour relative to availability of products and services (3.84), Looking for best quality regardless of price (3.68), company responsiveness to concerns (3.54). Nevertheless, Quality of Service as a total is of high significance with an average of (3.49).

The above shown responses assures again on that the quality consideration by customers is a key factor that affect their buying behaviour, and adds that customers believe that their current operator need to work more on improving the quality of the services it provides.

### 4.6.3 Brand Image

Table (12) below shows means and standard deviations of Brand Image items, where the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are moderate towards Brand Image, since the total mean value is (3.29) and the standard deviation is (0.85).

*Table 12: Means, Standard Deviations and Coefficients of Variation for Items of Brand Image Domain*

No	Brand Image	Mean	Standard deviation	C.V	Level
13.	The company always have new ideas and services in order to further satisfy the needs and expectations of its customers	3.65	0.94	0.26	High
14.	The company is well known for its quality of services and I feel comfortable for being their customer	3.38	0.98	0.29	Moderate
15.	The company has a positive image in the minds of consumers	3.33	1.05	0.32	Moderate
16.	The company offers overall better pricing plan compared to its competitors	3.15	1.05	0.33	Moderate
17.	Brand Image of a product or a service attract my buying behavior the most	2.93	1.13	0.38	Moderate
	Total	3.29	0.85	0.26	Moderate

Although the ANOVA analysis showed all item to be of significance to the domain Brand Image, only one item was deemed to be of High significance “The company always have new ideas and services in order to further satisfy the needs and expectations of its customers” with an average of (3.65). All other values were of moderate significance, including Brand Image as a total domain.

It can be concluded from the above table that customers believe that current mobile operator is innovative and do have new ideas, however, their satisfaction towards the quality of the service being provided is moderate and accordingly think that their current operators should reconsider working harder on their image to make it more attractive to customers.

### 4.6.4 Switching Cost

Table (13) shows the means and standard deviations of Switching Cost items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are medium, since the total mean value is (3.14) and the standard deviation is (0.77).

Table 13: Means, Standard Deviations and Coefficients of Variation for Items of Switching Cost Domain

No	Switching Cost	Mean	Standard deviation	C.V	Level
18.	The cost in time and effort for changing my current service provider will be high for me	3.38	0.98	0.29	Moderate
19.	Changing my phone company will not make much difference	3.23	1.03	0.32	Moderate
20.	It would be very inconvenient for me to switch to another service provider	3.14	1.07	0.34	Moderate
21.	I am not ready to put forth the effort required for switching	3.12	1.04	0.33	Moderate
22.	Switching to another provider will bring economic loss to me	2.84	1.07	0.38	Moderate
	Total	3.14	0.77	0.24	Moderate

Similar to Brand Image, the ANOVA analysis showed significant relationship between Items regarding Switching cost to the domain itself (Switching cost), but none of the items were seen to have high significance, where mean average was of moderate significance to the total domain Switching Cost. Furthermore, Switching Cost as a domain itself is seen to have moderate significance with an average of (3.14). The above responses of customers show that switching cost is not a significant obstacle for changing to another mobile operator, as it does not need a high effort nor it does cause a significant financial loss. Also, respondents show that customers are indifferent regarding their current operator.

#### 4.6.5 Customer Satisfaction and Loyalty

Table (14) shows means and standard deviations of Customer Satisfaction and Loyalty items, where again the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are medium, since the total mean value is (3.29) and the standard deviation is (0.91).

Table 14: Means, Standard Deviations and Coefficients of Variation for Items of Customer Satisfaction and Loyalty Domain

No	Customer Satisfaction	Mean	Standard deviation	C.V	Level
23.	Company respect people	3.40	1.01	0.30	High
24.	Company values relationships	3.39	1.00	0.29	Moderate
25.	I am satisfied with the products and services provided the company	3.37	1.10	0.33	Moderate
26.	The company provides products and services that best fit my interests	3.36	1.05	0.31	Moderate
27.	I would like to recommend the service of this company to my friends and family	3.25	1.02	0.32	Moderate
28.	I will still choose the company, if I had to do it all over again	3.25	1.11	0.34	Moderate
29.	I will buy or try other products and services from the company	3.01	1.11	0.37	Moderate
	Total	3.29	0.91	0.28	Moderate



Regarding Customer Satisfaction, it seems that the only factor of High significance is “Company respects people”, with a mean average of (3.4), All other items within this domain have a moderate significance, including the domain itself Customer Satisfaction and Loyalty with an average mean of (3.29).

It is clear from the above that customers believe that their current mobile operators respect their customers, never the less, they are not that satisfied from their services and therefore they are not interested in recommending them to others and they themselves not sure if times go back will choose the same mobile operator.

#### 4.6.6 Overall

Table (15) shows the overall averages of domain tested, and their significance according to the Likert scale. Results are in line with the ranking achieved in sections 4.6.1 and 4.6.2 where the Perceived Price and Service Quality were concluded to be the two most important factors for respondents, with a high significance, and averages of (3.48) and (3.49) respectively. Total satisfaction and loyalty gained a score of (3.29) which is moderate.

*Table 15: Means, Standard Deviations and Coefficients of variation for all study domains*

Domain	Mean	Standard deviation	C.V	Level
Perceived Price	3.48	0.65	0.19	High
Service Quality	3.49	0.72	0.21	High
Brand Image	3.29	0.85	0.26	Moderate
Customer Satisfaction and Loyalty	3.29	0.91	0.28	Moderate
Switching Cost	3.14	0.77	0.24	Moderate

The above illustrates that customer consider that quality of service and price as the most important factors to affect their buying behaviour. The results also show that customers will always evaluate quality versus price to assess if the service is worth the money they pay and this what will lead to buying the service or not. The effect of brand image is not of that importance to them neither the switching cost. Results also confirm that customers’ satisfaction and Loyalty is moderate towards current mobile operators as indicated also in the previous sections of the analysis.

## 4.7 Hypothesis Testing

For the hypotheses testing of the study, a multiple regression analysis was conducted to test the relationships between independent variables (Price, Service Quality, Brand Image, Switching Cost) and the dependent variable (Customer Satisfaction and Loyalty to Mobile Operators). The multiple regression model performed for this purpose is:

$$CSL = \beta_0 + \beta_1P + \beta_2SQ + \beta_3BI + \beta_4SC + e$$

Where:  $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ : Are constants  
 CSL: Customer Satisfaction and Loyalty  
 P: Price  
 SQ: Service Quality  
 BI: Brand Image  
 SC: Switching Cost  
 e: Random Error

Before conducting Multiple Linear Regression, Pearson Correlations were computed. The results are illustrated in table (16).

Table 16: Pearson Correlation Matrix

The results of the Pearson correlation, indicate a high and significant correlation between the

Domain	Satisfaction and Loyalty to Mobile Operators	Order of Pearson Correlation
Price	0.617	3
Service Quality	0.744	2
Brand Image	0.838	1
Switching Cost	0.527	4
Customer Satisfaction	.838	3

independent variables (Price, Service Quality, Brand Image, Switching Cost) and customer satisfaction loyalty. Furthermore, the p-value of all items were found to be less than 0.05, which results in a problem called (Multi-collinearity) which make the ordinary analysis of multiple linear regression inaccurate, to solve this problem, a Ridge Regression is used, which can be seen in the table below.

Table 17: Multiple Linear Regression Model Summary

R	R Square	Adjusted R Square	F	P-value
0.851	0.724	0.720	160.595	0.000

Table 18: Multiple Linear Regression Coefficients (Ridge Regression)

Model	Unstandardized Coefficients		Standardized Coefficients	F	P-value	VIF
	Beta	Std. Error	Beta			
Price (P)	0.216	0.025	0.155	39.898	0.000	2.011
Service Quality (SQ)	0.283	0.018	0.224	155.171	0.000	2.958
Brand Image (BI)	0.334	0.019	0.314	275.388	0.000	2.477
Switching Cost (SC)	0.165	0.020	0.140	46.990	0.000	1.352
Constant=0.276, KS Normality test for residuals(Z)=0.943 ; P-value=0.336						

The Calculated Estimate for the Study Model:

$$\text{CSL} = -0.068 + 0.216 * P + 0.283 * \text{SQ} + 0.334 * \text{BI} + 0.165 * \text{SC} \text{ (Unstandardized)}$$

$$\text{CSL} = 0.155 * P + 0.224 * \text{SQ} + 0.314 * \text{BI} + 0.140 * \text{SC} \text{ (Standardized)}$$

By the results of tables above, we conclude that the regression model is significant with  $F=160.595$ ,  $P\text{-value}<0.05$ . After using Ridge regression Method, all Variance Inflation Factor (VIF) values are less than 10 indicates that there is no Multicollinearity problem between the independents in the model<sup>1</sup>, the K-S Normality test for residuals is not significant ( $P\text{-value}>0.05$ ) indicates that the residuals are normally distributed, so the model fits the data well. The coefficient of Determination of the estimated model  $R^2=0.724$  implies that the Independent Factors (Price, Service Quality, Brand Image, Switching Cost) explain 72.4% of the total variation of the Customer Satisfaction and Loyalty.

The calculated customer satisfaction and loyalty study model is represented through both standardized and unstandardized beta coefficients. The difference between both coefficients is the measurement units for both. The standardized coefficients work under the assumption that all variables have been measured using the same unit, and the unstandardized coefficient means that there were different measuring units used. The beta coefficients for standardized and unstandardized differ enough to have both present.

<sup>1</sup> Kutner , M. H., Nachtsheim, C. J., Neter , J., & Li, W. (2005). *Applied Linear Statistical Models* (5th ed.). McGraw Hill, p409.

**H<sub>1</sub>: There is a significant relationship between Price; and Customer Satisfaction and Loyalty to mobile operators**

The results of the table above show that the hypothesis (H<sub>1</sub>) is accepted, so we conclude that there is significant positive relationship between Price and Customer Satisfaction & Loyalty to mobile operators (Unstandardized Beta=0.216, P-value<0.05). Meaning that for each unit increase in Price appropriateness, the Customer Satisfaction and Loyalty increases by 0.216 holding other variables constant.

Although there is a high correlation between price and Customer Satisfaction & Loyalty, the standardized beta value and Pearson correlation were both the Third highest at (0.155), and (0.617) respectively. this means that even though the relationship is strong, Perceived Price is not the most important factor in relation to Customer Satisfaction and Loyalty, even if used the unstandardized beta value, price is the third highest factor that effects customer satisfaction & loyalty.

**H<sub>2</sub>: There is a significant relationship between Service Quality; and Customer Satisfaction and Loyalty to mobile operators**

The results of the table above show that the hypothesis (H<sub>2</sub>) is accepted, so we conclude that there is significant positive relationship between Service Quality; and Customer Satisfaction and Loyalty to mobile operators (Beta=0.283, P-value<0.05). We conclude that for each unit increases in Service Quality, the Customer Satisfaction and Loyalty increases by 0.283 holding other variables constant.

Service Quality and Customer Satisfaction and Loyalty has a Pearson correlation value of (0.744) (the second highest correlation), and an unstandardized beta value of (0.224) (second highest). The high Pearson correlation increases its significance in terms of Customer Satisfaction and Loyalty

### **H<sub>3</sub>: There is a significant relationship between Brand Image; and Customer Satisfaction and Loyalty to mobile operators**

The results of the table above show that the hypothesis (H<sub>3</sub>) is accepted, so we conclude that there is significant positive relationship between Brand Image; and Customer Satisfaction and Loyalty to mobile operators (Beta=0.334, P-value<0.05). We conclude that for each unit increases in Brand Image, the Customer Satisfaction and Loyalty increase by 0.334 holding other variables constant.

Although Brand Image was seen to have the least importance in terms of customer perception of its importance, the Pearson correlation coefficient was found to be the highest with a value of (0.838) and a standardized beta coefficient of (0.314) (the highest out of all). This means that although customer perception of brand image is quite low, its effect on actual Customer Satisfaction and Loyalty is higher than initially thought of.

### **H<sub>4</sub>: There is a significant relationship between Switching Cost; and Customer Satisfaction and Loyalty to mobile operators**

The results of the table above show that the hypothesis (H<sub>4</sub>) is accepted, so we conclude that there is significant positive relationship between Switching Cost; and Customer Satisfaction and Loyalty to mobile operators (Beta=0.165, P-value<0.05). We conclude that for each unit increase in Switching Cost, the Customer Satisfaction and Loyalty increase by 0.165 holding other variables constant.

The Pearson coefficient for Switching cost was the lowest, with a value of (0.527), and a value of (0.140) for a standardized beta coefficient which is the lowest value. This means that even though Switching Cost has an effect on Loyalty, it is the least correlated to Customer Satisfaction and Loyalty.

**With Regards to differences in satisfaction and loyalty to mobile operators according to selected demographic factors such as Place of work, Monthly Income, and Age**

To measure this T-test and ANOVA analysis were used to calculate P-Values (t-test was used only with Place of work as it has only 2 variables. Tukey HSD model was also used to understand the relationship between monthly income levels.

**H<sub>5</sub>: There are statistical significant differences in Satisfaction and loyalty to mobile operators due to Place of work**

*Table 19: Means, Standard Deviations and the independent samples t test of differences in Satisfaction and loyalty to mobile operators due to Place of work*

Domain	Place of work	N	Mean	SD	t	df	P-value
Price	Ministry of Education	215	3.43	0.64	-2.430	278	0.016
	Ministry of Interior	65	3.65	0.67			
Service Quality	Ministry of Education	215	3.44	0.71	-2.404	278	0.017
	Ministry of Interior	65	3.68	0.71			
Brand Image	Ministry of Education	215	3.19	0.87	-3.568	278	0.000
	Ministry of Interior	65	3.61	0.71			
Switching Cost	Ministry of Education	215	3.09	0.78	-2.152	278	0.032
	Ministry of Interior	65	3.32	0.70			
Total of Effective Factors	Ministry of Education	215	3.30	0.60	-3.255	278	0.001
	Ministry of Interior	65	3.57	0.59			
Customer Satisfaction and Loyalty	Ministry of Education	215	3.19	0.91	-3.243	278	0.001
	Ministry of Interior	65	3.60	0.82			

Based on the results shown in table (19) above; there is a statistical significant differences in satisfaction and loyalty to mobile operators due to Place of work, accordingly hypothesis H<sub>5</sub> is accepted at all study domains (All P-values<0.05). It is clear that all mean values of Ministry of Interior (MoI) are higher than Ministry of Education (MoE). Meaning that there is a stronger relationship between those working at the MoI and their loyalty to mobile operator, than those working in the MoE.

**H<sub>6</sub>: There are statistical significant differences in Satisfaction and loyalty to mobile operators due to Monthly Income**

To test this Hypothesis, One Way Analysis of Variance (ANOVA) test will be used and the following table shows the results:

Table 20: Means, Standard Deviations and ANOVA test of differences in Satisfaction and loyalty to mobile operators due to Monthly Income

Domain	Monthly Income	N	Mean	SD	F	P-value
Price	Less than 1570	10	3.70	0.47	3.151	0.015
	1571 – 2090	22	3.65	0.53		
	2091 – 2720	67	3.59	0.65		
	2721 – 4020	90	3.51	0.63		
	More than 4020	91	3.29	0.67		
	Total	280	3.48	0.65		
Service Quality	Less than 1570	10	3.97	0.30	3.888	0.004
	1571 – 2090	22	3.65	0.57		
	2091 – 2720	67	3.66	0.72		
	2721 – 4020	90	3.46	0.69		
	More than 4020	91	3.32	0.75		
	Total	280	3.49	0.72		
Brand Image	Less than 1570	10	3.66	0.83	4.016	0.003
	1571 – 2090	22	3.52	0.80		
	2091 – 2720	67	3.55	0.78		
	2721 – 4020	90	3.17	0.81		
	More than 4020	91	3.12	0.91		
	Total	280	3.29	0.85		
Switching Cost	Less than 1570	10	3.52	1.01	3.429	0.009
	1571 – 2090	22	3.41	0.73		
	2091 – 2720	67	3.32	0.71		
	2721 – 4020	90	3.02	0.70		
	More than 4020	91	3.02	0.81		
	Total	280	3.14	0.77		
Total Effective Factors	Less than 1570	10	3.72	0.48	5.062	0.001
	1571 – 2090	22	3.57	0.55		
	2091 – 2720	67	3.54	0.58		
	2721 – 4020	90	3.31	0.56		
	More than 4020	91	3.20	0.65		
	Total	280	3.36	0.61		
Customer	Less than 1570	10	3.86	0.79	3.578	0.007

<b>Satisfaction and Loyalty</b>	1571 - 2090	22	3.61	0.83		
	2091 - 2720	67	3.43	0.85		
	2721 - 4020	90	3.27	0.92		
	More than 4020	91	3.07	0.91		
	Total	280	3.29	0.91		

The results of table above refer to accept the hypothesis  $H_6$  at all study domains (all P-values<0.05), so we conclude that there are statistical significant differences in satisfaction and loyalty to mobile operators due to Monthly Income.

In order to study these differences, we used Tukey HSD Pairwise Multiple Comparisons tests, and the following table shows the results:

*Table 21: Tukey HSD Pairwise Multiple Comparisons tests due to Monthly Income*

<b>Dependent Variable</b>	<b>(I) Monthly Income</b>	<b>(J) Monthly Income</b>	<b>Mean Difference (I-J)</b>	<b>P-value</b>
<b>Price</b>	2091 - 2720	More than 4021	0.295	0.037
<b>Service Quality</b>	Less than 1570	More than 4021	0.652	0.046
	2091 - 2720	More than 4021	0.347	0.020
<b>Brand Image</b>	2091 - 2720	2721 - 4020	0.386	0.037
	2091 - 2720	More than 4021	0.436	0.012
<b>Switching Cost</b>	2091 - 2720	More than 4021	0.303	0.096
<b>Total of Effective Factors</b>	2091 - 2720	More than 4021	0.343	0.003
<b>Customer Satisfaction and Loyalty</b>	Less than 1570	More than 4021	0.790	0.062
	1571 - 2090	More than 4021	0.543	0.079
	2091 - 2720	More than 4021	0.361	0.089

The results confirm the following:

- 1) P-Value: Even though the Tukey HSD analysis shows that there is a significant difference between income levels, some factors such as Customer Satisfaction and



Loyalty and Switching Cost (marked in green) were seen to have P values  $> 0.05$ , meaning that their significance to monthly income is low, and shall be disregarded.

As for the lowest P-Value, Customer loyalty has the lowest (0.003), which means that it is of high significance with monthly income.

- 2) Two main Income levels: Those whom have a monthly income between 2091-2720 Shekels, and those whom have a monthly income of more than 4021 Shekels are the two main groups with differences, and even when looking at the p—value and other levels of income within the domain, those two income levels have the lowest p-values (marked in red). It seems that those whom earn between 2091 - 2720 Shekels a month have higher mean averages than those gaining more than 4021 shekels a month. What is interesting is that those whom have the lowest and highest values are not the extremes of the income level. To understand more about this, the demographics of both groups are seen in the table below;

	2091 – 2720 (I)	More than 4021 (J)
<b>Place of work</b>	Ministry of Education	82%
	Ministry of Interior	18%
<b>Gender</b>	Male	28%
	Female	72%
<b>Age</b>	22-30	31%
	31-40	58%
	41-55	9%
	Over than 55	1%
<b>Marital status</b>	Single	22%
	Married	75%
	Divorced	3%
	Widow	0%
<b>Educational level</b>	Tawjehi or less	0%
	Diploma	33%
	Bachelor	64%
	Master	3%
	PHD	0%
<b>Employment Level (Position)</b>	First Level	3%
	Second Level	42%
	Third Level	39%
	Fourth Level	9%
	Fifth Level	7%
<b>Current mobile operator / service provider</b>	Jawwal	42%
	Wataniya	25%
	Both	33%
	Other	0%

The difference between both income levels gives insights to the type of respondents and their relationship to loyalty. For ease of explanation, those whom have an average monthly income between (2091-2720) will be referred to as group (I), and those whom gain more than (4020) shekels a month will be referred to as group (J).

Group (I) consists of mainly females, (72%), whereas group (J) is (71%) males. The age groups for group (I) are younger, where (58%) are between 31-30 years old, and (54%) of group (J) are between 41-55 years old. Group (J) seems to be more educated, where more than a third (41%) have a Master degree or higher, compared to only (3%) of those in group (I). Lastly, and very importantly, the employment level of both groups differ, where (86%) of those in group (J) are within the first or second level of employment, whereas only (45%) of those in group (I) are within those levels of employment.

Although these demographic data do not directly affect the relationship between income level and customer satisfaction and loyalty, it does give us background on the respondents whom have a lower level of satisfaction and loyalty, and generally lower mean average.

**H<sub>7</sub>: There are statistical significant differences in Satisfaction and loyalty to mobile operators due to Age**

To test this Hypothesis, One Way Analysis of Variance(ANOVA) test will be used and the following table shows the results:

Table 22: Means, Standard Deviations and ANOVA test of differences in Satisfaction and loyalty to mobile operators due to Age

Domain	Age	N	Mean	SD	F	P-value
Price	22 – 30	63	3.61	0.57	1.125	0.339
	31 – 40	122	3.44	0.68		
	41 – 55	79	3.45	0.69		
	Over than 55	16	3.36	0.46		
	Total	280	3.48	0.65		
Service Quality	22 – 30	63	3.62	0.56	1.663	0.175
	31 – 40	122	3.45	0.77		
	41 – 55	79	3.51	0.71		
	Over than 55	16	3.21	0.85		
	Total	280	3.49	0.72		
Brand Image	22 – 30	63	3.43	0.84	1.065	0.365
	31 – 40	122	3.22	0.86		
	41 – 55	79	3.32	0.83		
	Over than 55	16	3.11	0.96		
	Total	280	3.29	0.85		
Switching Cost	22 – 30	63	3.29	0.67	1.659	0.176
	31 – 40	122	3.16	0.80		
	41 – 55	79	3.04	0.80		
	Over than 55	16	2.94	0.70		
	Total	280	3.14	0.77		
Total Effective Factors of	22 – 30	63	3.50	0.50	1.726	0.162
	31 – 40	122	3.33	0.65		
	41 – 55	79	3.34	0.60		
	Over than 55	16	3.17	0.65		
	Total	280	3.36	0.61		
Customer Satisfaction and Loyalty	22 – 30	63	3.45	0.86	0.994	0.396
	31 – 40	122	3.24	0.91		
	41 – 55	79	3.26	0.92		
	Over than 55	16	3.12	1.00		
	Total	280	3.29	0.91		

The results of table above refer to reject the hypothesis  $H_7$  at all study domains (all P-values  $> 0.05$ ), so we conclude that there are no statistical significant differences in satisfaction and loyalty to mobile operators due to Age.

#### **4.8 Summary and discussion of study result**

The aim of this thesis was to assess the relationship between customer's Satisfaction and loyalty to mobile operators in Palestine and certain factors such as price, service quality, brand image, demographics factors and switching cost. Where the demographic factors included place of work, monthly income, and age.

The first part of the study analysis concentrated on customer perception and satisfaction, towards this aim frequency tables and column percentage were used. It was concluded that (41%) of subscribers consider "Service Quality" as most important factor when choosing a mobile operator, followed by (39%) whom considered "Price" as the main factor for their selection, and (20%) whom mentioned that "Brand Image" is what matters most to them. Also; 74% of subscribers indicated that they will switch to another mobile operator if it provides better price or service than their current operator.

The ANOVA test was also used were results for the overall all averages of the "Perceived Price", "Service Quality", "Brand Image", "Switching Cost" domains and their significance according to Likert scale concluded respondents are price sensitive but do care about the quality of the product and results indicated that subscribers are willing to pay more if they believe that the service being offered worth that money. Results also showed moderate satisfaction of subscribers towards the services of their current mobile operators and believe that operators in Palestine should work more on improving the quality of their services as this was considered as a very important factor that affects their buying behaviour. With regards to Brand image results assured that subscribers do believe that mobile operators are innovative and always have new ideas, however; they should further enhance their image in the market and increase satisfaction and loyalty as currently subscribers are indifferent regarding changing their operators and are not interested in recommending it to others. Additionally; the "Switching Cost" for changing from mobile operator to another appeared to be moderate in significance. Overall, the two main domains with high significance, as a result of their

average means and the Alpha Cronbach Scale, appeared to be “Service Quality” and “Perceived Price” based on analysis results.

The second part of the study analysis tested the 8 hypothesis regarding the relationship between the study factors and customer satisfaction and loyalty. Ridge Regression was used to test the relation between Price, Service Quality, Brand Image, Switching Cost as independent variables with customer’s Satisfaction and Loyalty as a dependent variable were results showed that the factors jointly explain 72.4% of the total variation of Customer’s Satisfaction and Loyalty, and the significant value of 0.000 assures that the regression model for this thesis is statistically significant. Positive significant relationships were proved to exist, where Brand Image was with the highest unstandardized Beta value of 0.334, followed by Quality with a value of 0.283, Price 0.216, Switching cost 0.165. Therefore; Brand Image and quality were the most significant factors.

The relation between demographics including variables Place of Work, Income Level, and Age; and Customer Satisfaction and Loyalty were also investigated. It was found that both Place of Work, and Income level were significant to Customer Satisfaction and Loyalty, but Age was not. Results indicated that those working at the Ministry of Interior seem to have higher levels of satisfaction. Also; the Tukey HSD analysis found that those with a monthly income between 2091-2720 Shekels, and those with monthly income level of more than 4021 shekels have the largest mean differences in satisfaction and scoring, the demographics of both groups were analysed and results showed that these two groups can be highly distinguished in terms of gender, level of work, and education level. Where the first group is (72%) Female, (64%) with (45%) of them are holders of Master’s degree, and are located within the second or first levels of employment. As for the second group, (71%) are Male, while (48%) have a Bachelor’s degree and (36%) have a Master’s degree, and lastly a total of (86%) are within the first and second level of employment.

#### **4.9 Comparing the result achieved with previous literature**

Comparing the result achieved with previous literature we can conclude that results of the study were in line with the results reached by studies conducted worldwide. The price had a positive significant relationship and this what was mentioned by Virvilaite, Saladiene et al. (2009), same as service quality which appeared also to have significant relationship with loyalty and this what was confirmed by Agyei and Kilika (2013) in their study on the Mobile

Telecommunication service industry in Kenya. Also, results with regards to Brand image were in line with those of Saeed, Lodhi et al. (2013) whom found positive significant relationship with customers' loyalty and finally with regards to switching cost results of this study confirmed that subscribers appeared to be indifferent to change their current mobile operator if they found better service elsewhere and this what was also mentioned by saylordotorg.github.io (2006). For the demographic factors results were also in line with those of previous studies as place of work and monthly income appeared to affect satisfaction and loyalty, however; this was not the case with regards to age; as it was mentioned in literature that older people tend to be more loyal than young, but Age appeared to be insignificant in this thesis.

In conclusion, it can be said that customers value Brand Image, service quality, and price the most. Two very interesting outcomes is that "Brand Image" is considered as a main factor for choosing mobile operators and appeared to be the most significant factor that affects customer satisfaction and loyalty. The second is that Age is insignificant to loyalty while Income level has a direct effect on it, and those within different income level groups have a different perception and scores for satisfaction and loyalty.

## **CHAPTER 5: CONCLUSION, Future Research AND POLICY IMPLICATIONS**

- Conclusion
- Future Research and Implications

## **5.1 Conclusion**

Based on the previous section which discussed the findings of this thesis, it is concluded that price, quality of service, brand Image, switching cost are positively related to customer satisfaction and loyalty towards Mobile operators in Palestine, which is also affected by Place of Work, and Income level of customers regardless of their age that appeared to be insignificant. However; Brand Image and perceived service quality was found to be the most critical contributing factors to customer loyalty, beside price. This means that operators should make sure to provide superb services to its subscribers that distinguishes them from their competitors, to be innovative and always have new ideas that further enhance their brand image as subscribers will always evaluate the brand position of their operator and the service price rate / quality a matter that directly affect their decision regarding the selection of mobile operators and their satisfaction and loyalty according to results. It was also concluded from the responses of mobile subscribers that they would switch easily from one operator to another if they find a better brand image, quality and price, which indicates that customers are not satisfied with their current mobile operators and are looking for a better service quality, fair prices and an improved image and they expect more from mobile operators. Therefore, mobile operators should concentrate on the quality of their services, reconsider their prices and strive to improve services to build long term relationships with their subscribers and get the benefit of having satisfied loyal customer's base.

## **5.2 Policy Implication**

This thesis contributes significantly in highlighting the customer's perceptions of the marketing elements that influence their satisfaction and loyalty in specific to the telecommunication services. It will help mobile operators better understand the elements that their subscribers take into consideration when choosing the operator and rely on in their evaluation of services and accordingly affect their buying behaviour which is a very important issue given the fact that Palestinian mobile subscribers can easily switch operators due to the low switching cost and due to the fact that there are considerable percentage of people that are subscribers to more than one operator and therefore will depend on the factors discussed in the thesis to evaluate operators and make their decisions to which line they will recharge. Hence; this thesis will provide a clear insight for mobile operators in Palestine to



help them focus on what really customers want and expect from them in order to retain, maintain and satisfy their customers and be more competitive, it will help them formulate better marketing strategies by emphasizing on the factors that really matter to customers which will help boosting subscriber's satisfaction and loyalty and enlarge their subscribers base.

The results included from the thesis leads us to recommended that mobile operators in Palestine to pay more attention and put extra efforts on quality of service and price, they need to be innovative, offer better services at fair prices in order to better locate their brand image and increase customer satisfaction, minimize the percentage of switching to other operators and increase the number of customers whom more likely to recommend the service operator to others. Mobile operators can achieve that by building a long – term relationships with customers through developing a value added programmes and services to satisfy them, such as reward programmes, discounts, better customer service by personalizing the service; in this regards the Omnichanel customer service is an example for new ideas that could facilitate the communication between subscribers and mobile operator representatives and will lead to a more effective communication channel. The services offered by mobile operators should also consider the expectations and needs of the different income levels of subscribers.

### **5.3 Future Research**

This thesis aimed to shed the light on the factors that affect customer satisfaction and loyalty toward mobile operators in Palestine, and based on the fact that due to time and cost limitations the study targeted only the employees of the MoI and MoE as a sample, therefore it is recommended that future research should build on this thesis and take a further step forward by widening the scope of the study in terms of population and sample to better represent the Palestinian population in the different geographical localities including urban, rural, and refugee camps, both as individual and business subscribers in order to get a clearer picture about customers perspectives regarding their buying behaviour and what attracts them the most with regards to the services of mobile operators in Palestine.

Also; given that Brand image, Service quality and price appeared to be the most influencing factors that affect satisfaction and loyalty to mobile operators, more research could be done to deeply investigate what are the factors in quality that need to be further enhanced and lead to

a better positioning of the brand from the subscribers' point of view such as voice clarity, data downloading quality, and subscribers' experiences in store and with the Call Center services, beside their experiences with the billing and pricing plans of operators.

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## QUESTIONNAIRE

**Dear participants,**

This questionnaire was designed for data collection purposes for my thesis on “Factors affecting customer Satisfaction and loyalty to mobile operators in Palestine”, which aims to assess the relationship between certain factors (price, service quality, brand image, demographics factors and switching cost) and customer’s Satisfaction and loyalty to mobile operators in Palestine. The study targets the employees of the Public sectors mainly the employees of the Ministry of Education and Interior as a sample, and it is conducted under the supervision of Dr. Ibrahim Awad, a researcher with a Doctoral degree at Al-Quds University.

You are cordially invited to answer this questionnaire by adding (✓) in front of each option that suits you best. The researcher greatly appreciates if you could spare few minutes of your time to respond to the questionnaire items. Data collected from this questionnaire will be used only for academic research purposes and will help in the success of this thesis. Confidentiality of guaranteed.

My deep and most sincere regards, appreciations, and gratitude for your help and participation.

**Researcher: Doaa Khaireddin**

**Mobile: 0599001648**

**Email Address: [do3a2.saeed@gmail.com](mailto:do3a2.saeed@gmail.com)**

## PART 1: DEMOGRAPHICS

1. Place of work	<input type="checkbox"/> Ministry of Education	<input type="checkbox"/> Ministry of Interior
2. Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female
3. Age	<input type="checkbox"/> 22 - 30 <input type="checkbox"/> 41 - 55	<input type="checkbox"/> 31- 40 <input type="checkbox"/> Over than 55
4. Marital status	<input type="checkbox"/> Single <input type="checkbox"/> Divorced	<input type="checkbox"/> Married <input type="checkbox"/> Widow
5. Educational level	<input type="checkbox"/> Tawjehi or less <input type="checkbox"/> Bachelor <input type="checkbox"/> PHD	<input type="checkbox"/> Diploma <input type="checkbox"/> Master
6. Employment Level (Position)	<input type="checkbox"/> Fifth Level <input type="checkbox"/> Third Level <input type="checkbox"/> Fifth level	<input type="checkbox"/> Fourth Level <input type="checkbox"/> Fourth Level
7. Income/month (NIS)	<input type="checkbox"/> Less than 1570 <input type="checkbox"/> 2091 - 2720 <input type="checkbox"/> more than 4021	<input type="checkbox"/> 1571 - 2090 <input type="checkbox"/> 2721 - 4020
8. Current mobile operator / service provider	<input type="checkbox"/> Jawwal <input type="checkbox"/> Both	<input type="checkbox"/> Wataniya <input type="checkbox"/> Other: _____
9. How long have you been with your current mobile operator?	<input type="checkbox"/> Less than 6 months <input type="checkbox"/> 2 – 6 years <input type="checkbox"/> More than 10 years	<input type="checkbox"/> More than 6 months – less than 2 years <input type="checkbox"/> 6 - 10 years
10. Place of Residence	_____	

## ❖ PART 2: CUSTOMERS' DECISION MAKING

11. Please rank the following factors in order of importance from 1 to 3. Where 1 is most important and 3 least important to you when selecting your mobile operator

☐ Price, because of \_\_\_\_\_

☐ Quality of services, because of \_\_\_\_\_

☐ Brand image, because of \_\_\_\_\_

12. Please number each of the factors listed below in order of importance to you in your choice of Mobile operators. Number the most important with 1, the next with 2 and so on. If a factor has no importance at all, leave it blank.

Factor	Importance
Price	(    )
Overall network quality	(    )
Network Coverage	(    )
Quality of Internet Services	(    )
Quality of customer care services	(    )
promptness of complaint handing	(    )
Brand image	(    )
Offers	(    )
variety of service plans that meets my needs	(    )
Other, Please describe _____	

Would you switch to another network if another operator provides better price or service?

☐ Yes

☐ No



### ❖ Part 3

With regards to **your current mobile operator or service providing company**; please insert (✓) to indicate the level of agreement you have about the following statements:

<b>Perceived Price:</b> is the cost that the mobile operator charge for its services such as call rates, SMS, Internet services, .. etc.					
Statement	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I am a price sensitive person, when I buy products I like to be sure that I am getting my money's worth					
I generally shop around for lower prices on products, but they still must meet quality requirements before I buy them					
I believe that prices of the company are reasonable and affordable					
I believe that the company offers good value for money					
I prefer to pay more if quality of product or service worth it					
I will stick to the same company even if their prices increase					
<b>Service Quality:</b> Is a measurement for how well the service of the mobile operator is delivered to its subscribers, and how well these services conform to the client's expectations. Service quality here include network coverage, and quality of internet, calls, and customer care services...etc					
Statement	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
As a customer I always look for the best quality regardless of its price					
Services provided by the company Create superiority feelings in me					
Company always keeps improving the quality of services					
I never compromise on the quality of					

service provided by the operator					
The company was very responsive to my concerns					
Product and service availability direct my buying behaviour					
<b>Brand Image:</b> Is how consumers think about a company, it is the impression that consumers build in their mind about the company.					
<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The company always have new ideas and services in order to further satisfy the needs and expectations of its customers					
The company is well known for its quality of services and I feel comfortable for being their customer					
The company has a positive image in the minds of consumers					
The company offers overall better pricing plan compared to its competitors					
Brand image of a product or a service attract my buying behaviour the most					
<b>Switching Cost:</b> the costs that the subscribers of the mobile operators incur as a result of changing brands, suppliers or products. In this questionnaire; it is related to the cost of switching from one mobile operator to the other, for example switching from Jawwal to Wataniya or Israeli operators.					
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The cost in time and effort for changing my current service provider will be high for me					
It would be very inconvenient for me to switch to another service provider					
I am not ready to put forth the effort required for switching					
Changing my phone company will not make much difference					
Switching to another provider will bring					

economic loss to me					
<p><b>Customer satisfaction:</b> is defined as a marketing term that measures how the products / services supplied by the company meet or surpass a customer's expectation, While;</p> <p><b>Loyalty</b> is defined as a consumer behaviour where consumers become committed to a particular brand, and make repeat purchases over time.</p>					
Statement	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I am satisfied with the products and services provided the company					
The company provides products and services that best fit my interests					
I would like to recommend the service of this company to my friends and family					
I will buy or try other products and services from the company					
I will still choose the company, if I had to do it all over again					
Company respect people					
Company values relationships					

Thank you .... ☺



## استمارة

عزيزي المشترك،

تم اعداد هذا الاستبيان لغرض جمع البيانات اللازمة لاستكمال رسالتي لنيل درجة الماجستير وعنوانها "العوامل المؤثرة على رضا وولاء الزبائن لدى مقدمي خدمة الهاتف النقال في فلسطين"، والتي تهدف إلى تقييم العلاقة بين بعض العوامل (السعر، جودة الخدمة، العلامة التجارية، العوامل الديموغرافية، وتكلفة التحويل بين مزودي الخدمات) ورضا وولاء الزبائن لدى مقدمي خدمة الهاتف النقال في فلسطين. حيث تستهدف الدراسة موظفي القطاع العام وتحديداً العاملين بوزارة التربية والتعليم ووزارة الداخلية، ويتم إجراؤها بإشراف الدكتور إبراهيم عواد، باحث يحمل شهادة الدكتوراه ويعمل في جامعة القدس.

يقدر الباحث بشدة إجاباتكم بموضوعية على أسئلة الاستمارة؛ وذلك بوضع (✓) أمام الخيار الذي ترونه مناسباً. علماً بأنه سيتم استخدام المعلومات لخدمة أغراض البحث العلمي فقط، وبالتالي سيتم التعامل مع المعلومات الواردة بسرية تامة ولن يتم الإفصاح عنها إلى أي جهة أخرى غير الباحث.

شكراً لتعاونكم،

مع فائق الاحترام والتقدير

الباحث: دعاء خير الدين

الجوال: 0599001648

عنوان البريد الإلكتروني : do3a2.saeed@gmail.com

1. مكان العمل :		<input type="checkbox"/> وزارة التربية والتعليم	<input type="checkbox"/> وزارة الداخلية
2. الجنس:		<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
3. الفئة العمرية:		<input type="checkbox"/> 30 – 22	<input type="checkbox"/> 40 – 31
		<input type="checkbox"/> 55 – 41	<input type="checkbox"/> أكثر من 55
4. الحالة الاجتماعية:		<input type="checkbox"/> أعزب	<input type="checkbox"/> متزوج
		<input type="checkbox"/> مطلق	<input type="checkbox"/> أرمل
5. المستوى التعليمي:		<input type="checkbox"/> توجيبي أو أقل	<input type="checkbox"/> دبلوم
		<input type="checkbox"/> بكالوريوس	<input type="checkbox"/> ماجستير
		<input type="checkbox"/> دكتوراه	
6. المستوى الوظيفي:		<input type="checkbox"/> الأول	<input type="checkbox"/> الثاني
		<input type="checkbox"/> الثالث	<input type="checkbox"/> الرابع
		<input type="checkbox"/> الخامس	
7. الدخل الشهري (الشيكل) :		<input type="checkbox"/> أقل من 1570	<input type="checkbox"/> 2090 – 1571
		<input type="checkbox"/> 2720 – 2091	<input checked="" type="checkbox"/> 4020 – 2721
		<input type="checkbox"/> أكثر من 4021	
8. مقدم خدمة الهاتف النقال – الشركة		<input type="checkbox"/> جوال	<input type="checkbox"/> الوطنية موبايل
المزودة لخدمة الهاتف النقال الخاص بك		<input type="checkbox"/> كلاهما	<input type="checkbox"/> غير ذلك -----
في الوقت الحالي			
9. كم مضى على اشتراكك مع الشركة		<input type="checkbox"/> أقل من 6 أشهر	<input type="checkbox"/> أكثر من 6 اشهر وأقل من سنتين
الحالية المزودة لخدمة هاتفك النقال		<input type="checkbox"/> 6 – 2 سنوات	<input type="checkbox"/> 10 – 6 سنوات
		<input type="checkbox"/> أكثر من 10 سنوات	
10. مكان السكن:			
_____			

11. يرجى ترتيب العوامل التالية بحسب أهميتها من (1 - 3)، بحيث يمثل الرقم (1) العامل الأكثر أهمية و(3) العامل الأقل أهمية من وجهة نظرك عند اختيارك لشركة تزويد خدمة الهاتف النقال

- ☐ السعر، وذلك بسبب: -----
- ☐ جودة الخدمة، وذلك بسبب: -----
- ☐ العلامة التجارية، وذلك بسبب: -----

12. يرجى ترتيب العوامل المذكورة أدناه بحسب أهميتها عند اختيارك الشركة المزودة لخدمة الهاتف النقال وذلك بترقيمها من (1 - 10)، بحيث يمثل الرقم (1) العامل الأكثر أهمية، ويليه الرقم (2)، ليمثل الرقم (10) العامل الأقل أهمية.

العامل	درجة الأهمية
السعر	( )
جودة الشبكة	( )
تغطية الشبكة	( )
جودة خدمة الانترنت	( )
جودة خدمة العملاء	( )
القدرة والسرعة في التعامل مع الشكاوي	( )
سمعة العلامة التجارية	( )
العروض	( )
تنوع الخدمات والخطط التي تغطي احتياجاتي	( )
غير ذلك، الرجاء التوضيح: -----	

13. هل من الممكن أن تغير الشركة الحالية المزودة لخدمة هاتفك النقال إلى شركة أخرى في حال تقديمها عرضاً أفضل لك من حيث السعر أو الخدمة؟ ☐ نعم ☐ لا

## ❖ الجزء الثالث:

من خلال خبرتك في التعامل مع الشركة الحالية المزودة لخدمة هاتفك النقال، الرجاء وضع (✓) للإشارة إلى درجة موافقتك على الجمل التالية:

سعر الخدمة: هو السعر الذي تفرضه الشركة المزودة لخدمة النقال على خدماتها المختلفة كسعر دقيقة الاتصال، الرسائل النصية، خدمات الإنترنت، الخ..					
الجملة	أوافق بشده	أوافق	لا أوافق ولا أعارض	غير موافق	غير موافق بشده
أنا شخص حساس بالنسبة للسعر، وأعتبر السعر عامل أساسي عند شرائي لأي خدمة أو منتج وأتوقع من السعر المفروض أن يوازي الخدمة المرجوة، بحيث أحصل على قيمة أموالتي.					
بشكل عام أهتم بالحصول على أسعار منخفضة عند التسوق، لكن أحرص في نفس الوقت أن تلبي الخدمات/ المنتجات معايير الجودة التي أتوقعها.					
أعتقد بأن الأسعار المفروضة من قبل الشركة معقولة.					
أعتقد بأن جودة الخدمة التي تقدمها الشركة تعادل السعر المفروض على المشترك.					
لا مانع لدي من دفع سعر أعلى مقابل خدمة أفضل تستحق هذا السعر.					
لن أقوم بتغيير الشركة الحالية المزودة لخدمة هاتفك النقال حتى لو قامت برفع أسعارها.					
جودة الخدمة: هي قياس لقدرة الشركة المزودة لخدمة الهاتف النقال على تقديم خدمات لمستخدميها بشكل جيد، ومدى توافق هذه الخدمات مع توقعات المستخدمين. وتشمل معايير الجودة في حالة الشركات المزودة لخدمة الهواتف النقالة: تغطية الشبكة، وجودة خدمة الإنترنت والمكالمات، وخدمات الزبائن، إلخ..					
الجملة	أوافق بشده	أوافق	لا أوافق ولا أعارض	غير موافق	غير موافق بشده
كزبون، أبحث دائماً عن أفضل جودة بغض النظر عن السعر.					
الخدمات التي تقدمها الشركة تخلق مشاعر من الرضى الداخلي لدي.					

					تحرص الشركة دائماً على تحسين جودة الخدمات التي تقدمها لمشتريها.
					أنا لن أساوم على جودة الخدمة التي تقدمها الشركة الحالية المزودة لخدمة هاتفي النقال
					الخدمات التي تقدمها الشركة تلبي احتياجاتي واهتماماتي.
					توفر الخدمات يؤثر بشكل أساسي على سلوكي الشرائي.
العلامة التجارية: هو كيفية تفكير الزبائن في شركة ما، أي أنه الانطباع الذي يكونه المستهلكون في أذهانهم حول الشركة.					
الجملة	أوافق بشده	أوافق	لا أوافق ولا أعارض	غير موافق بشده	غير موافق
تحرص الشركة دائماً أن يكون لديها أفكار وخدمات جديدة من أجل تلبية احتياجات وتوقعات مشتريها.					
تشتهر الشركة بجودة خدماتها، وأشعر بالراحة لكوني مشتركاً لديها.					
نجحت الشركة في تكوين صورة إيجابية في أذهان المشتريين.					
تقدم الشركة خطة أسعار أفضل بشكل عام مقارنة بما يقدمه منافسيها.					
صورة العلامة التجارية هي العامل الأكثر أهمية من وجهة نظري وتحدد سلوكي الشرائي.					
تكلفة تحويل مزود الخدمة: هي التكاليف التي يتحملها المشتريون مع الشركات المزودة لخدمة الهاتف النقال نتيجة لتغيير مزود الخدمة. في هذا الاستبيان؛ هذه التكلفة مرتبطة بالتحويل من مزود خدمة إلى آخر، على سبيل المثال التحويل من شركة جوال إلى الوطنية أو لأحدى الشركات الإسرائيلية.					
الجملة	أوافق بشده	أوافق	لا أوافق ولا أعارض	غير موافق بشده	غير موافق
أعتبر أن الوقت والجهد اللازمين لتغيير مزود الخدمة الحالي ستكون عالية بالنسبة لي.					
أعتبر أنه من غير المناسب بالنسبة لي التغيير إلى مزود خدمة آخر.					
لست مستعداً لتقديم الجهد المطلوب للتغيير					



					إلى مزود خدمة آخر.
					إن تغيير الشركة الحالية المزودة لخدمة هاتفية النقل إلى شركة أخرى لن يحدث فرقاً كبيراً.
					التحويل إلى مزود خدمة آخر سيتسبب بخسارة مادية لي.
<p><b>رضى الزبائن:</b> هو مصطلح في التسويق يقيس مدى تلبية المنتجات/ الخدمات التي تقدمها الشركات لحاجات الزبائن بما يتوافق أو يفوق توقعات الزبون. أما بالنسبة <b>لولاء الزبائن:</b> يُعرّف على أنه سلوك المستهلك بحيث يلتزم بعلامة تجارية معينة، ويجري عمليات شراء متكررة منها مع مرور الوقت.</p>					
الجملة	أوافق بشده	أوافق	لا أوافق ولا أعارض	غير موافق	غير موافق بشده
أنا راضٍ عن الخدمات التي تقدمها الشركة.					
تقدم الشركة الخدمات التي تناسب اهتماماتي.					
أوصي أصدقائي وعائلتي بالاشتراك مع الشركة للاستفادة من الخدمات التي تقدمها.					
بناءً على تجربتي مع الشركة سأقوم بشراء خدمات أخرى منها.					
سأقوم باختيار نفس الشركة في حال اضطررت للقيام بذلك من جديد.					
الشركة تحترم مشركيها والمجتمع.					
تعطي الشركة قيمة لعلاقاتها.					

شكرا لحسن تعاونكم ☺